2014

MAJOR/CRITICAL INCIDENT COMMAND STANDARD OPERATING PROCEDURE MANUAL

FIELD SUPPORT BUREAU

INTRODUCTION

This Incident Command SOP Manual includes procedures for the use of Public Order Unit Command (POUC), Incident Command (IC), Critical Incident Command (CIC) and Major Critical Incident Command (MCIC) resources further to policy set out in Police Orders, Chapter 5 - Major Incident Command. All references to a CIC in this SOP manual apply equally to a MCIC.

REVISIONS/UPDATES

Commander, FSB The Commander, Field Support Bureau (FSB) is the accountable executive for the Critical Incident Command SOP Manual and is responsible for ensuring ongoing review, updating and communication of the Manual consistent with requirements set out in Police Orders, Chapter 5 - Major Incident Command.

CONTENTS

The Major Incident Command SOP Manual includes:

- Appendix 1: Hand-over Certificate; IC Hand-back Certificate;
- Appendix 2: Incident Debriefing Template
- Appendix 3: CIC Training Report;
- Appendix 4: Major Incident Report;
- Appendix 5: Incident Planning SMEAC;
- Appendix 6: Scribe SOP Handbook; Equipment & Supports;
- Appendix 7: OPP Multiple Fatality Strategy

EXIGENT CIRCUMSTANCES

The Commander, FSB or the Director of Operations/Support in his absence may authorize temporary variance from provisions of this Manual when exigent circumstances present themselves.

Emergent Variance Given that each emergency situation presents different variables and commensurate responses, it is understood that any CIC has latitude to vary from the procedures set out in this Manual as necessitated by the exigencies of the incident in order to bring it to a safe and peaceful resolution.

Documentation

Emergent variances shall be clearly articulated in the CIC's notes as recorded by the Scribe, clearly stating the rationale for such variance given all the prevailing circumstances.

PLANNING

Planning is a systematic step-by-step preparatory activity to ensure tasks are completed in an efficient manner and to avoid confusion in a crisis situation — documented action plans are particularly important.

The key to successful planning is thoughtful preparation.

With this in mind:

- plan a response to situations which may arise;
- consider all possibilities and decide in advance how to react;
- continue regular training to assist in future planning; and
- share experiences, lesson's learned and operational reviews.

Plans

Effective plans are based on timely, credible information and should adhere to the following:

- should be detailed, but not complex - ***remember the KISS principle – "keep it simple"***
- commit plans to writing;
- keep as a record to show chronological progression;
- investigate the situation;
- collect/record all available information/intelligence;
- evaluate the overall situation;
- analyze/assess the threat, risks involved and potential consequences;
- develop a basic strategy/goal for the incident;
- consider environmental conditions;
- evaluate alternatives and select the ***best*** one;
- implement and monitor the decision;
- determine resources required, e.g. personnel, equipment, relief; and
- prepare an Immediate Action Plan (IAP), a Main Action Plan (MAP) and an Alternate Action Plan (AAP) using the SMEAC (Situation, Mission, Execution, Administration, Command/Communications) format.

Note: It is unlikely that you will ever have all of the information that you want. Operations often dictate that you will need to make decisions having only 40-70 % of the information available to you. Utilizing your prior knowledge, training and experience and exercising sound judgment will be critical to your success.

Action Plans

IAP

The Immediate Action Plan (IAP) must be prepared as soon as possible in the event of an emergent situation. All Commanders should be prepared to authorize implementation of an IAP by on scene personnel when appropriate and necessary. Examples include citizen/officer rescue, suspect flight, Immediate Rapid Deployment (IRD), etc.

MAP

The Main Action Plan (MAP) involves the main strategy to be implemented to resolve the incident; any changes ***must*** be approved by the IC.

AAP

Alternate Action Plans (AAP) are developed to deal with contingencies should tactics or methods fail to achieve the desired results/objective. The AAP is developed once the MAP is in place, and is approved and implemented by the IC.

Planning

The initial response will be comprised of resources immediately available at the incident.

First Operational Period
Commences upon arrival of initial responders

Subsequent Operational Periods
Second and subsequent operational periods will usually run on a 12 hour cycle and occur when initial response personnel require relief and changes occur.

Sample

An example of a 12 hour planning clock:

- 06:00–07:00, conduct debriefing with personnel ending shift;
- 07:00–08:00, brief new command post (CP) personnel;
- 08:00 CP, shift change;
- 08:00–10:00, update/revise plans;
- 10:00–11:00, CP Meeting—develop strategy/alternatives;
- 11:00–14:00, prepare and finalize plan;
- 14:00–17:00, prepare briefing;
- 17:00–18:00, brief personnel beginning shift;
- 18:00–shift change field personnel; and
- repeat for each subsequent 12-hour period.

SITE MANAGEMENT

Objective

Isolate

The primary objective is to ***isolate*** the incident and protect the public. An outer perimeter is established to isolate the problem area. This physically separates the incident from members of the public at risk.

Officer and public safety is paramount.

Control

Establishing ***containment*** of the threat to prevent expansion is crucial. Containment assists with stabilizing the situation and helping defuse the problem. Physical containment is established by an inner perimeter.

Evacuate

For safety, always consider evacuating those at risk. Where not practicable or achievable consider ***shelter in place or hold & secure strategy***.

Containment Phase

The purpose of containment is to keep the incident area as small as possible.

Benefit

Advantages Include:

- protects general public reducing risk of death/injury;
- limits the resources required to deal with the situation;
- prevents interference from external sources, e.g. media, relatives, accomplices, curious/spectators; and
- assists personnel/specialty teams in achieving situational dominance of a crisis area, e.g. control before management.

Intervention

Objectives include:

- to prevent loss of life or injury to public, police, emergency personnel and subject(s) involved;
- determine motivation when incident suspect driven; engage crime, POIB, psychological services/mental health professionals, etc.; and
- to prevent damage to property.

Establish Containment

The containment phase is a defensive action. Anticipate all the probabilities that may arise and devise a strategy to combat

them. A perimeter must have full 360-degree coverage. There are two perimeters of defence, an inner and outer perimeter, with a buffer zone in between.

Inner Perimeter

The inner perimeter is focused inward and secures the threat by demarcating the smallest possible area that the threat can be contained within without unduly exposing officers to danger. Officers are responsible for securing the inner perimeter, containing anyone moving within the defined area and advising the IC of potential breaches. If this occurs, the outer perimeter shall be immediately notified and act as a second line of defense.

Responsibilities

- Excepting active-shooter or other dynamic active-threat incidents that warrant immediate intervention (such as Immediate Rapid Deployment (IRD) tactics), containment should be the first priority of responding officers and should be in place as soon as possible.
- Emergency Response Team (ERT) members have sole responsibility and control of the inner perimeter after relieving front-line patrol members.
- Upon arrival of the Tactics & Rescue Unit (TRU), the commander of TRU shall coordinate replacement of ERT on the inner perimeter as necessary/appropriate.
- ERT members will be redeployed to other tasks/assignments as approved by the CIC; e.g. outer perimeter containment, additional cut-off teams, IRD teams, roving patrols, static posts to hold positions already cleared by TRU, etc.

Outer Perimeter

The outer perimeter is focused outward to protect members on the inner perimeter and the CP. If the suspect flees/escapes the inner perimeter, the outer perimeter members must contain the suspect.

Outer perimeter members must be advised of any real/suspected breach

Boundary

The outer perimeter is a boundary established outside the inner perimeter to:

- allow police involved in the operation a relatively safe work area;
- provide a buffer to keep persons out of the actual operation area; and
- act as a second line of defence to contain suspects.

Responsibility

The outer perimeter is under the control of front line patrol officers unless relieved by ERT and shall be established considering the following:

- ***must*** be made secure from a vehicular standpoint with roadblocks, spike belts, etc.;
- ***must*** be secure from an attempt to a breach on foot with strategically placed observation and cut-off points;
- perimeter officers be immediately advised of any attempted breach;
- CIC must keep all personnel advised of any changes to inner/outer perimeter; and
- ensure that outer perimeter personnel are out of view of the target area.

Frozen Zone The frozen zone is the area between the inner and outer perimeters, with the following controls:

- no admittance by anyone without prior authorization

  A secure outer perimeter ensures that inner perimeter members are confident that no one will approach from the rear, allowing for their full concentration on the threat.

- prior to personnel accessing, their intended movement and timing must be pre-authorized and communicated to other officers for safety reasons; i.e. to prevent potential "blue-on-blue" situations

COMMAND POST

Establishing The location and layout of the CP will vary greatly, due to availability of local facilities, incident type and location.

Must be a central location to effectively co-ordinate activities.

Characteristics The optimum CP should include at a minimum:

- three separate adjacent rooms/areas, e.g. incident command, communications, negotiations;
- suitable facilities for communications;
- within 1km of incident location (unless threat dictates otherwise) and free of radio coverage limitations;
- phone lines;
- sufficient space;

- security;
- operational display boards, and
- suitable parking/space for staging area.

Examples

Past experience has shown that the following are the most desirable:

- schools are usually the best because of the large number of rooms, phones, blackboards
- municipal buildings
- community centres or churches
- Mobile Support Unit (MSU).

Responsibility The CP is where the strategy is developed and operational decisions are made under the overall responsibility and control of the CIC.

Personnel Personnel within the CP should be kept to minimum by including no more than the following complement—as required:

- CIC and Scribe;
- inner perimeter control representative;
- outer perimeter control representative;
- local Detachment Commander;
- telecommunications advisor;
- intelligence representative;
- investigator representative; Crime Unit D/S/Sgt.
- technical support representative;
- specialized team representatives - Emergency Response Team (ERT), Urban Search and Rescue, Chemical, Biological, Radiological, Nuclear, Explosive Response Team (UCRT), Tactics and Rescue Unit (TRU), Explosive Disposal Unit (EDU), and Crisis Negotiators (CN);
- Community Services Officer (CSO)/Media Officer for briefings only; and
- logistics member.

Admittance to Command Post

- Authorized police officers only.
- Local elected officials are normally not in attendance at police CP's, their attendance can create the perception (if not the reality,) of political influence over operational decisions.
- Where the incident arises out of an assertion of rights (such as a blockade, occupation or analogous protest), representatives of the

interested parties should not be permitted to attend the CP. This extends to both government and non-government representatives.
- Nothing in this policy is intended to eliminate the discretion conferred upon Commanders to regulate access to the CP, having regard to all the circumstances, including the desirability of communicating with non-police personnel on issues of importance, and the existence of practical alternative locations to do so.

Major Incident Command (MIC) Triangle

The Critical Incident Commander will liaise with the other aspects of the MIC triangle; TRU, crime unit and crisis negotiators, regarding progress of negotiations, strategies, and situational assessments.

BRIEFING

Briefings are conducted to ensure that integrated response personnel are aware of the overall ***plan, mission*** and their ***individual task responsibilities.***

Benefits

A thorough briefing results in:
- application of appropriate tactics;
- confirmation from the participants that the plan is understood;
- proper implementation of the plan;
- secure perimeters;
- enhanced officer/public safety;
- likelihood of a higher potential for success; and
- clear messaging to the public through the media/CSO.

Responsibilities

Critical Incident Commander

The CIC shall ensure everyone involved in responding to the incident is briefed and regularly updated.

Team/Unit Leader/ Commander

The respective Team/Unit Leader/Commander briefs their respective team.

Content

The briefing shall occur during personnel shift changes and be in written form whenever possible it should include the following:
- explanation of the SMEAC for the incident
- MAP, IAP, AAP

- maps, floor-plans, elevation views, overhead views, photos, etc.
- regular updates or due to a change in situation

INCIDENT ASSESSMENT

The respective unit leader or commander leads an incident assessment intended to identify the lessons learned from each exercise or incident.

Debriefing

Objective

The debriefing at the conclusion of the incident is as important to future operational success as the briefing provided at the outset of the original occurrence.

The debriefing (hot wash) involves a complete review of the mission from start to finish it is conducted soon after the mission is concluded to determine:

- why/how the incident occurred;
- whether preventable;
- assessment of the effectiveness of the entire operation (tactics, equipment, personnel, training, etc.);
- what went well; and
- what requires improvement?

It is not intended to be a venue for finger-pointing or laying blame

Elements

Note that incidents where the SIU has invoked their mandate are not to be debriefed until the SIU investigation and any resultant court proceedings are completed – except for information that would compromise officer/public safety if not immediately addressed such as counter-measures employed by a suspect, failure of police tactics, etc.

The debriefing should:

- include all available personnel involved in the incident;
- be convened as soon as practicable after the incident has ended;
- include suggestions to enhance future performance;
- provide recommendations; and
- cause the CIC to produce a written summary suggesting

corrections and improvements that is forwarded to the Director of Operations/Support, FSB

Considerations The CIC conducting a debriefing shall consider the following:

Select an assessment format and organize the presentation

1. Compile necessary information/statistics as follows:

- where will the assessment be held?
- who should be there?
- consider using maps, slides, photos;
- prepare a chronological log;
- assess positive/negative aspects on a step-by-step chronological basis;
- present a mission report;
- critically examine the plan;
- was the pre-planning effective?
- were the objectives appropriate?
- was the organization effective?
- did the strategy/tactics execution/procedures work?
- were the right equipment/resources available/used?
- were there any special problem/needs areas?
- were communications a problem?
- was the mission operation efficient/effective?
- were the CIC ***SOPs/strategies/tactics effective/complete?***
- review the incident to determine if any criminal/terrorist activity was indicated?
- if so, remember the necessity of collecting short-lived and other evidence
- if determined to be terrorist related, contact the Provincial Anti-Terrorism Section (PATS) for follow-up assistance.

2. Control the oral assessment:

- set the tone by saying what went right;
- be sure to assess critical issues;
- keep comments relevant to the incident;
- ensure that sufficient time is available to allow each participant to fully express their comments; and
- be forthright and honest.

3. Remember:

- remind participants of the elements to be included in a successful debrief; and
- sharing lesson's learned and after-action reports with other emergency response commanders and practitioners are critical in preventing failure and promoting future operational successes.

DEMOBILIZATION

Demobilization is not a mirror image of mobilization. At the outset, numerous required resources from a vast area are converging all at once. Upon conclusion all resources shall be rightfully returned to their points of origin in stages to ensure an orderly and informed return to normal.

Responsibility

The CIC is responsible to ensure that demobilization is completed in a prompt and effective manner.

Principles

Logistical Information

The logistics member should collect information regarding personnel at the time of their arrival, e.g. places of origin, methods of travel, equipment for resources.

Logistical Records

Records must be complete in order to manage resources during incident.

Capacity

Logistical capabilities must be assessed from time to time as additional record keeping personnel may be required to maintain the log.

Demobilization Plan

A written demobilization plan should indicate:

- release priorities;
- procedures;
- responsibilities; and
- a schedule.

Resource Control

Control over deployed resources at an incident is an absolute necessity, e.g. there may be concerns of unforeseen delays, or a sudden termination of the incident.

Safety/Cost Effectiveness

The CIC shall ensure adequate rest is provided to personnel prior to demobilization - especially when long travel times are anticipated. Do not sacrifice safety or cost effectiveness for speed.

Too often there is little or no planning for demobilization, or it comes too late, resulting in incomplete information, missing equipment and at times—unaccounted for human resources.

RESPONSIBILITIES

Director of Operations/Support, FSB

The FSB Emergency Response Manager is appointed by the Commander, FSB.

All Emergency Incidents

The Director of Operations/Support is responsible for the following aspects of the Major Incident Command Program:

- selection and supervision of MCICs;
- recommending the designation of a CIC to the Commander, FSB;
- monitoring/assessing the program;
- establishing operational priorities and procedures;
- maintaining relevant policy and SOPs;
- directing PPA representatives in developing/maintaining/delivering and updating any CIC course training standard (CTS);
- assisting in the coordination of CIC training courses and establishing criteria for future training courses/scenarios;
- liaising with other agencies to remain at the forefront of tactics, strategies, techniques, trends and new equipment;
- evaluating/recommending/consulting on innovations in CIC practices/ equipment;
- preparing budget submissions;
- program auditing;
- monitoring overall operational preparedness of CICs;
- ensuring the maintenance of a high degree of expertise among CICs;
- coordinating an annual CIC training seminar;
- chairing and maintaining a CIC Review Committee; and

- assessing the continued suitability of all CICs.

Best Practices

The Director of Operations/Support shall ensure that Major Incident lesson's learned are available for dissemination to commanders and practitioners of emergency response.

POU Incident Command

The Commander, Emergency Response Teams is responsible for Public Order Unit Command as follows:

- selection of POU Commanders
- actively monitoring/assessing the program;
- establishing operational priorities and procedures;
- maintaining relevant policy and SOPs;
- managing POU deployment;
- collecting, analyzing and disseminating relevant POU information to all POU Commanders and Regional ERT co-coordinators;
- directing PPA representatives in developing/maintaining/delivering and updating POU CTS;
- assisting in the co-ordination of training courses and establishing criteria for future training courses/scenarios;
- liaising with agencies to remain at the forefront of equipment, trends and techniques in POU Command;
- evaluating/recommending/consulting on innovations in POU practices/ equipment;
- preparing budget submissions;
- annual program auditing;
- monitoring overall operational preparedness of POU Commanders; and
- ensuring the maintenance of a high degree of expertise among POU Commanders.

Best Practices

The Commander, Emergency Response Teams shall ensure that lesson's learned are available for dissemination to commanders and practitioners of public order.

CIC Review Committee

The CIC Review Committee shall consist of the Director of Operations/Support and two CICs, at least one of which will be a MCIC.

The CIC Review Committee is responsible for:

- reviewing the development of CICs;
- assessing the continued suitability of all CICs;
- assessing ongoing operational, training, development or equipment; and
- providing subject matter expert (SME) advice to the Commander, FSB whenever required.

Critical Incident Commander

The CIC shall be responsible for:

- maintaining a reporting-back relationship with FSB with respect to the management of the local CIC program;
- maintaining a state of readiness, both physically and operationally;
- all aspects of command of a critical incident to which they are assigned;
- coordinating operational activities necessary during an incident;
- authorizing deployment of ERT and/or TRU upon notification of a high-risk canine track as appropriate in the situation, and determining whether the incident can be managed remotely or requires on-scene attendance;
- ensuring that liaison/communications are established and maintained with appropriate team/unit/agency police commanders or leaders affiliated with the response/management of a major incident;
- ensuring co-ordination of the deployment of all responding units;
- in conjunction with the respective team/unit leader/commander (e.g. TRU/ERT/UCRT/EDU/CN/Crime), developing an IAP, MAP and AAP;
- utilizing the SMEAC planning method;
- establishing a CP where police-specific response can be developed/led/implemented/monitored/coordinated;
- deployment and confirmation of appropriate resources;
- ensuring that a Scribe is assigned and records the CIC's notes;
- ensuring all officers have been adequately briefed on their assignment/position/role in the occurrence;
- as required, establishing:
  - inner perimeter/outer perimeter;
  - ingress/egress routes;
  - staging area;

  - triage;
  - media centre; and
  - mobile support unit (MSU);
- ensuring a communications advisor/supervisor is assigned to the incident;
- ensuring proper notifications have been completed;
- ensuring assignment of appropriate relief personnel for protracted incidents;
- ensuring all applicable laws are conformed with including the Charter of Rights and Freedoms;
- approving the release of information to the media;
- ensuring that a debriefing is convened as appropriate to the situation being mindful of related SIU issues;
- arranging for Employee Assistance Program (EAP) and other support services to be made available to all persons involved with the major incident;
- ensuring that Form, CIC Hand-over document is completed, where command/control of an incident is handed over to another police agency;
- making necessary notifications at the conclusion of an incident;
- maintaining a CIC log detailing training sessions and all incidents attended, as prescribed by the Program;
- reporting to FSB on major incidents for which they are in charge of; and
- in co-operation with FSB, assisting in delivering periodic scenario training with members of UCRT/ERT/TRU/EDU/CN/K9 teams.

Upon Arrival at Major / Critical Incident

- requesting a briefing by on-scene personnel;
- confirming situation, offence, authorities, etc.
- reviewing/confirming outer perimeter/inner perimeter locations;
- reviewing on-site inventory of personnel, resources and specialized equipment;
- securing additional personnel, resources, specialized equipment necessary to peacefully and successfully resolve the incident;
- approving implementation of appropriate tactics;
- evacuating inner perimeter as necessary;
- scheduling and attending all regular CP briefings, debriefings and meetings;
- approving all media releases by the CSO delivered at a

designated media area; and
- establishing liaison with external agencies/ministries.

Upon Conclusion of Major / Critical Incident

- protecting/securing the scene;
- notifying Criminal Investigation Branch (CIB) if the incident meets the CIB mandate;
- preparing for the potential arrival of the Special Investigations Unit (SIU);
- holding a debriefing as soon as appropriate/practicable;
- submitting a comprehensive major incident report;
- ensuring that critical incident stress debriefings are held if warranted.

CIC is responsible for all aspects of the incident

Debriefing

The CIC shall as soon as possible convene and lead members who attended the scene in a debriefing which shall:

- assess the effectiveness of the actions taken/decisions made;
- assess the state of emergency preparedness of personnel/ equipment;
- evaluate the performance/effectiveness of the integrated response;
- discuss acceptable/unacceptable responses, observed deficiencies and recommend corrective actions; and
- document and share lessons learned.

CIC

In addition to generic responsibilities for an IC, a CIC shall be responsible for:

- being prepared to be deployed provincially;
- mentoring members considering a role in the CIC program;
- approving all tactical and technical procedures, action plans - initial, main and alternate using form ER048 - Incident Planning SMEAC;
- ensuring that forms ER033 - or Incident Report, and ER 048 - Incident Planning SMEAC are complete;
- reporting on critical incidents they are in charge of; and
- attending all required CIC training.

POU Incident

A POU Commander shall:

- be prepared to be deployed nationally; and
- attend all required training.

A POU Commander shall only stand down OPP resources in a manner that ensures that officer/ and public safety is not compromised.

Local Jurisdiction

Where OPP resources are stood down, and command and control of an incident is handed back to the local police agency, the Commander shall be responsible for:

- requesting the local police agency IC signs Form ER029 - IC Hand-back Certificate, which outlines the time, date and circumstances under which the control of that part of the incident is being returned to the local police agency.

IC/CIC Training Co-ordinator

The IC/CIC Training Co-ordinator shall be responsible for:

- developing/assessing IC/CIC courses;
- co-coordinating the development/review/maintenance of the CTS and other training documents with the respective FSB manager;
- researching/developing scenarios in accordance with the CTS;
- facilitating the delivery of regional IC/CIC training sessions;
- developing/distributing annual maintenance training reports to the Director - PPA; and
- reviewing annual maintenance training reports submitted by an IC/CIC, and where deficiencies are identified, reporting such to the respective FSB manager.

SELECTION PROCESS

IC

A prospective IC shall:

- be a minimum of NCO rank;
- be selected by the appropriate FSB Manager, in consultation with their Bureau / Regional Commander; and
- attend and pass an approved two-week IC course.

CIC

A candidate for CIC shall:

- normally be of commissioned officer rank however qualified members of Staff Sergeant rank may be considered when approved by their Bureau / Regional Commander;
- have successfully completed the 2 week OPP IC course;
- have attended First Nations Awareness training;
- be recommended by their Bureau / Regional Commander;
- participate in an appropriate period of mentoring with a CIC coach;
- participate/attend appropriate, approved pre-course training;
- participate in approved screening exercises which may include psychological evaluation and other approved criteria;
- be recommended by the Bureau Commander FSB; and
- attend and pass a four-week CIC course delivering through the Provincial Police Academy.

First Critical Incident

Oversight and Support:

- A newly trained ("non-designated") CIC upon deployment to their first critical incident will have an experienced CIC accompany them.
- The accompanying CIC will be responsible for coaching and evaluation of the new CIC.
- Where the new CIC is capable, competent and adequately prepared, the coaching CIC shall provide necessary oversight and allow the new CIC to assume command and control of the incident.
- The coaching CIC shall remain in the presence of the new CIC throughout and review the new CIC's actions/decisions/direction to ensure compliance with safe and approved procedures.
- The coaching CIC will confirm that strategy/tactics/objectives are sound and appropriate to the situation and mission.

Designation

Upon resolution of the incident, the coaching CIC will debrief performance with the new CIC and provide a written assessment to the Director of Operations/Support, FSB. Where the new CIC "consistently meets" standards as set out on the approved assessment tool, a recommendation may be made to the Bureau Commander, FSB to confer designation.

POU Incident Commander

A new POU Commander prior to exercising any POU duties shall possess the following qualifications:

- have a minimum rank of Staff Sergeant;
- maintain the POU task-specific standard;
- have attended and successfully completed the following training: IC course, ERT POU basic training week and the POU Commanders Course; and
- be certified as a POU Commander by FSB.

First POU Command Incident

Oversight and Support:

- A newly trained POU Commander upon deployment to their first operational incident will have an experienced POU Commander accompany them.
- The accompanying POU Commander will be responsible for coaching and evaluation of the new POU Commander.
- Where the new POU Commander is capable, competent and adequately prepared, the coaching POU Commander shall provide necessary oversight and allow the new POU Commander to assume command and control of the incident.
- The coaching POU Commander shall remain in the presence of the new POU Commander throughout and review their actions/decisions/direction to ensure compliance with safe and approved procedures.
- The coaching POU Commander will confirm that strategy/tactics/objectives are sound and appropriate to the situation and mission.

Upon completion of the incident the experienced POU Commander will provide a report of the new commander's performance to the Commander, Emergency Response Teams, recommending whether or not the member needs further development or is capable of operational deployments by themselves.

PERFORMANCE REVIEW

CIC Review Committee

The CIC Review Committee shall meet as required to discuss and evaluate program and individual CIC performance.

Designation Revocation

The CIC Review Committee may recommend the revocation of the respective designation to the Commander, FSB under - but not limited to - the following circumstances:

1. failure to achieve the maintenance training requirements within the preceding six months subsequent to being provided with an additional six month make-up period; or
2. failure to meet the operational requirements of the position.

Incident Review

Any matter brought forward to the attention of Field Support Bureau with respect to concerns involving strategy, tactics, methods, procedures, training or related critical incident/integrated response issues will be forwarded to the attention of the Director of Operations/Support who shall:

- convene a working group of CICs and relevant emergency response SMEs to review the matter;
- develop recommendations, and
- communicate implementation strategy once approved.

TRAINING

Director, PPA The Director - PPA shall be responsible for:

- developing/reviewing/updating the CIC course on an on-going basis, in consultation with the Director of Operations/Support, FSB and the IC Training Co-ordinator;
- delivering the IC and CIC course with the assistance of active CICs; and
- making a current copy of the respective IC / CIC CTS available to the respective ICs and CICs.

IC MAINTENANCE TRAINING

ICs shall complete the following training:

- two days annually, at least one of which will include a scenario involving elements of a major incident integrated response, e.g. detachment resources, regional resources (such as ERT, MSU), community emergency planning co-operative, local EMS/fire/public works, Ministry response partners (MNR, MOE), etc.

CIC MAINTENANCE TRAINING

CICs shall complete the following training:

- Attend and observe on TRU Level 3 (hostage rescue/explosive forced entry (EFE)) training week as soon as practicable after completion of the CIC course
- Attend four days training per year practicing different tactical options, one of which must involve hostage rescue
- Attend annual explosive forced entry (EFE) training
- Attend annual CBRNE Training
- Attend annual integrated response training exercise
- Attend annual Critical Incident Command seminar

CICs are recommended to attend the following training:

- crisis negotiation seminars/lectures/training
- joint training exercises that integrate OPP with other law enforcement partners and/or CANSOFCOM
- training with a Tactics & Rescue Unit not normally deployed with operationally (i.e. out of Region team)
- other relevant training (i.e. crisis intervention, mental health, etc.)

Training Reports:

CIC

Complete and submit semi-annual training reports on the "CIC Training Report" once every six months by the 30 of June and 30 of December, to the Director of Operations/Support, FSB.

POU Incident Commander

A POU Incident commander shall attend all mandatory POU training as directed by Field Support Bureau.

EQUIPMENT/SUPPORTS

MIC has a variety of equipment/supports available predicated on the incident level.

Regional Resource

Where the identified equipment/support is based/available in the region, it may be accessed through the PCC upon approval of the Regional Duty Officer, e.g. MSU, communications equipment, portable computers.

MIC Kit

IC/CICs shall be responsible for the maintenance of any equipment supplied to them for the purpose of performing their duties.

MSU A Mobile Support Unit is a command resource available within each region.

Movement An MSU shall only be moved by operators who have received training and are currently licensed / authorized to move the MSU in accordance with the MSU CTS.

Equipment Compliment

An MSU shall be equipped—at a minimum—with the following:

MSU Equipment	Quantity
satellite phone—fixed unit	1
satellite phone—portable unit	1
prolonged housing capability	10-person
TV antenna hookup to monitor media	1
hard-wired phone lines	3
computer workstations	2
dry-erase boards	10
separate/secure area for a CN team	1
separate/secure area for a communications technician	1
VICTRIX antenna	1

Provincial Resource Where the equipment/support is provincial in nature, the IC/CIC shall request the equipment/service through Regional Command Staff, to the GHQ Duty Office.

Emergency Operation Centre
Where an OPP Emergency Operation Centre (EOC) has been activated and an IC/CIC requires a provincial service or resource or service from another Ministry, Provincial or Federal department or first responder, the IC/CIC shall make the request through the EOC.

Transfer of Command and Control
Hand Over Certificate

To: _____ From: _____

(OPP Incident Commander) (Local Police Service Incident Commander)

1. I have determined that an incident is occurring at _____ in the Province of Ontario on the ____day of _____, 20___. I have, to date, deployed the following local resources in response to the circumstances presented to me:
   - ❑ Uniformed officers
   - ❑ Containment Team
   - ❑ Canine Team
   - ❑ Public Order Unit
   - ❑ Other (describe) _____

2. As Incident Commander, I have determined that I cannot effectively deal with this occurrence with the police resources available to me. Therefore, I have requested _____ (OPP Incident Commander) to provide police response assistance in order to achieve the following goal(s):
   - ❑ _____
   - ❑ _____
   - ❑ _____
   - ❑ _____

3. By this document, I transfer to the OPP Incident Commander authority to deal with this occurrence and request that the OPP Incident Commander take whatever lawful action is deemed appropriate in the circumstances and for the purpose of suppressing, preventing or otherwise dealing with this occurrence ("the Operation").

4. I understand that during the Operation, OPP personnel rendering assistance remain under the sole command and control of the OPP Incident Commander. I further understand that, once OPP resources are deployed to the inner perimeter, the OPP Incident Commander will assume command and control of both OPP and local police resources assigned this operation. I have been briefed on the OPP post-operations procedures and understand that only specified OPP personnel will be allowed in the operational site for the duration of the operation.

5. As soon as the OPP Incident Commander and I (the Incident Commander) are satisfied that the operation is complete and that local police resources are again sufficient to handle the effects of the occurrence, command and control of the operational site will be handed back to me.

Signed: _____
(Local Police Service Incident Commander)

Date: _____, 20___ Time: _____hrs

Return of Operational Site Authority
Hand Back Certificate

POLICE RESPONSE OPERATIONS COMPLETE

To: _____ From: _____

(Local Police Service Incident Commander) (OPP Incident Commander)

Having completed as far as possible the Operation requested of the OPP by _____ (Local Police Service Incident Commander) by the Hand Over Certificate dated _____, 20__ (Attached hereto) in relation to an occurrence for which the management of the effects exceeded local police response capabilities at _____ in the Province of Ontario on the _____, 20___ (date), I hereby hand back to _____ (Local Police Service Incident Commander) command and control of the operational site.

Signed: _____
(OPP Incident Commander)

Date: _____, 20___ Time: _____hrs

OPP Incident Commander Pre-Intervention Checklist

- ☐ Staging area identified for OPP personnel engaged in support of local police Service occurrence.

- ☐ Local police Service Incident Commander will be the liaison officer to the OPP Incident Commander.

- ☐ Outer perimeter checkpoints (staffed with local police Service officers) informed of OPP support personnel's impending arrival.

- ☐ Work station in the command post assigned for local police Service liaison officer.

- ☐ Local police Service Incident Commander prepared to brief OPP Incident Commander and OPP Element Leaders upon arrival on:
  - ☐ Local police and emergency services resources deployed to date
  - ☐ Actions taken to date by the local police Service and their status
  - ☐ Effects action taken have had on the occurrence
  - ☐ Expectations of the local police Service Incident Commander reference operational plan
  - ☐ Limitations as to police response options that exist

- ☐ Local police Service Commanding Officer and OPP Incident Commander agree upon hand back procedures.

- ☐ The local police Service Incident Commander, upon determining that the resources of the local police Service are unable to deal with the incident effectively, has requested that the OPP Incident Commander deal with the incident.

- ☐ The Transfer of Command and Control (Hand Over Certificate) has been completed and signed by the local police Service Incident Commander and the OPP Incident Commander.

- ☐ Local police Service personnel advised of the change of command and control to the OPP.

OPP Incident Commander Post Intervention Checklist

Securing the Site

- ☐ OPP personnel have secured the scene following the intervention and have secured the operational site.
- ☐ OPP Incident Commander has provided a verbal status report to the local police Service Incident Commander immediately upon securing the scene.
- ☐ Local police Service Incident Commander is aware that local police Service members shall process and investigate all law enforcement matters relating to the occurrence.
- ☐ Local police Service members are aware that command and control of the occurrence has been handed back to the local police Service Incident Commander.

Hand Back of Control and Control of Site

- ☐ The Return of Operational Site Authority (Hand back Certificate) has been completed.
- ☐ Local police have taken over and secured the scene from OPP personnel and taken control and responsibility for all individuals who have been removed from the scene.

Investigation

- ☐ Unless absolutely impractical/unable to do so, OPP personnel have left any deceased and/or evidence in the position found.
- ☐ Unless absolutely impractical/unable to do so, OPP personnel have left suspects' weapons untouched and where found.
- ☐ All involved OPP personnel have moved to a secure location and prepared notes concerning their actions for investigative and court purposes.
- ☐ All involved OPP personnel are available for preliminary debriefing by the OPP Incident Commander as soon as is feasible.
- ☐ OPP personnel are available for any subsequent investigation.

CIC:		Date:	
Post Incident Review Conducted by:			
Date and Location of Incident	*Situation*		
Resources	• TRU • CN • K9 • PERT • MCU • ISB – audio & visual • Helicopter/fixed wing • EMTT/Ambulance – need medical plan • Fire		
Perimeters/Containment **ICEN**	• Isolate • Control • Evacuate – safe, thorough & documented • Negotiate		
Criminal Investigation	• Offence/Grounds/Authorities • Confirmed information and intelligence gathering (confirm, confirm, confirm)		
Tactical Options	• Appropriate use of ERT when TRU is not on ground • Reviewed and approved appropriate TRU plans • IAP, MAP, AAP • Arrest plan • Installation of probe		
Crisis Negotiations	• Identified cultural or linguistic need for negotiators • TPI – opportunities considered and documented • Mental Health Professional		

CIC:		Date:	
Post Incident Review Conducted by:			
Aboriginal Issues Management	• Effectively managed Aboriginal issues • Demonstrated knowledge of OPP Aboriginal Framework and recognizes opportunities for its application • Demonstrated knowledge of OPP ART Program and recognizes opportunities for its application • Adjusted tactics/strategies as required and appropriate • Consulted with OPP Aboriginal Liaison Operations		
Command Post	• Location? • Members • Appropriate use of scribe – reviewed notes and initialled each page, et • What boards were posted? (Mission, Site Diagram, Major Events, Suspect/subject)		
Media	• Required? • Approval of message		
EAP	• Required?		
SIU	• Required?		

CRITICAL INCIDENT COMMANDER
2014 MAINTENANCE TRAINING FORM

RANK	NAME	LOCATION	BADGE #

MANDATORY MAINTENANCE TRAINING	DATE	COMMENTS/DETAILS ON TRAINING COMPLETED
Four days annually with TRU, practicing different tactical options, one of which must involve hostage rescue		1. 2. 3. 4.
Explosive forced entry (EFE) training		
CBRNE Training		
Full integrated response training exercise		
Annual Critical Incident Command seminar		
Week of TRU Level 3 (hostage rescue/EFE) training as soon as practicable		
If not yet completed, First Nations awareness training as soon as practicable		
RECOMMENDED MAINTENANCE TRAINING	**DATE**	**COMMENTS/DETAILS ON TRAINING COMPLETED**
Crisis negotiation seminars/lectures/training		
Joint training exercises that integrate OPP with other law enforcement partners and/or CANSOFCOM		
Training with a Tactics & Rescue Unit not normally deployed with operationally (e.g. from another Region)		
OTHER TRAINING/SEMINARS	**DATE**	**COMMENTS/DETAILS ON TRAINING COMPLETED**
CIC CALLOUTS	**DATE**	**COMMENTS ON INCIDENT**

		TYPE/TACTICS UTILIZED

ASSESSMENT CRITERIA FOR CIC

- TAKES CHARGE OF AN INCIDENT/ESTABLISHES POSITIVE COMMAND PRESENCE
- ESTABLISHES A COMMAND POST
- UTILZES A SCRIBE
- ENSURES PROPER COMMUNICATIONS ARE IN PLACE
- UTILIZES PRINCIPLES OF SMEAC AND ICEN
- APPROVES MAP, IAP, AAP
- ENSURES LEGAL AUTHORITIES/GROUNDS EXIST FOR ARREST AND/OR ENTRY
- CONSULTS WITH ERT, TRU, CN, CRIME, UCRT, EDU, DETACHMENT, MEDIA, PLT, ACI COORDINATOR, MCIC, MENTAL HEALTH PROFESSIONAL, ETC
- CONDUCTS BRIEFINGS AND DEBRIEFINGS
- AUTHORIZES THE DEPLOYMENT OF APPROPRIATE RESOURCES
- AUTHORIZES APPROPRIATE TACTICAL OPTIONS
- EFFECTIVELY DEALS WITH FIRST NATIONS ISSUES
- ENSURES COMPLIANCE WITH APPLICABLE LAWS AND PROCEDURES
- ARTICULATES ACTIONS TAKEN
- CONSIDERS FOI, EAP, TRAUMA SUPPORT, ETC
- SIU NOTIFICATIONS/CONSIDERATIONS AS APPROPRIATE

ELECTRONICALLY REVIEWED/APPROVED BY (NAME/TITLE):	DATE

2014-Select-
ONTARIO PROVINCIAL POLICE
INCIDENT COMMAND REPORT

Notes:

- This form shall only be completed for incidents involving the utilization of an Incident Commander.
- This form is to be completed by an assigned Scribe, under the direction of the Incident Commander.
- The Scribe shall e-mail blank sections of the report to appropriate users for completion and reply. The Scribe will compile all replies into the report for approval by the Incident Commander. It will be filed for view in the appropriate sub-folder.
- Incident Commander includes Incident Command, Critical Incident Command, Aboriginal Critical Incident Commander and Public Order Unit Commanders.

Incident Command Classification: Incident Command

Incident Command Report Number from Register:

Nature of Incident: IC Airplane Crash

Date/Time of Incident: /

OPP Jurisdiction: ☐ Yes ☐ No and;

If No, what jurisdiction , and is there an MOU with OPP? ☐ Yes, ☐ No.

OPP - RMS Incident (Niche Event) Number:

Other Agency Report Number:

Incident Commander:

Overall Synopsis:

Operational Debrief Conducted?: ☐ Yes ☐ No

Reviewed by Critical Incident Review Committee?: ☐ Yes ☐ No

Critical Incident Stress Response utilized?: ☐ Yes ☐ No

Scribe Completing this form:

Contact phone number:

E-mail address:

Sent to Units on date: , Diary Date within two weeks:

Incident Command Report Number:

Critical Incident Command – Incident Review
(replaces Lessons Learned)

CIC File # **RMS#** **CIC:**

Incident Date: **Incident Location:**

Units Deployed: CIC, Scribe, ERT, TRU, CN, K9, MSU, CIST, DC, D/CMDR., CRIME, MEDIA, UCRT, OTHER.

Mission Statement:

MAP:

IAP:

AAP:

Lessons Learned / Recommendations:

APPENDICES

List participant agencies, groups, units, teams, etc that *will not* be appending a report:

Entries By Participating Units *who will* be appending a report (Incident Command Report #).

Aviation Services:	DOE's:
Canine	DOE's:
Crisis Negotiation:	DOE's:
ERT:	DOE's:
TRU:	DOE's:
USRU:	DOE's:
Other:	DOE's:

** Please do not modify this form. Any suggestion can be forwarded to the Manager, Emergency Response, Field Support Bureau.

INCIDENT COMMANDER'S Notes

Incident _____

RMS # _____ Date: _____

Incident Commander: _____

Scribe: _____

SITUATION (Incident Synopsis): _____

What has occurred:

GROUNDS FOR USE OF FORCE: _____

_____

_____

_____

_____

OFFENCE:

- ☐ Point Firearm
- ☐ Careless Use of a Firearm
- ☐ Murder
- ☐ Hostage Taking
- ☐ Robbery
- ☐ Warrant Execution
- ☐ Discharge Firearm
- ☐ Assault
- ☐ Attempt Murder
- ☐ Kidnapping
- ☐ Break & Enter
- ☐ Other _____

MISSION

MISSION STATEMENT: (authority of the Incident Commander)

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Prepared by

Approved by
Incident Commander

EXECUTION: _____

Plan to be used in accomplishing the mission:

INCIDENT PLANNING FORM

(S.M.E.A.C. FORMAT)

INSTRUCTIONS:

Check off appropriate areas and/or write a short narrative in the space provided. Use additional pages when necessary.

INCIDENT COMMANDER:	
SITUATION:	
GROUNDS FOR USE OF FORCE:	

OFFENCE:

- ☐ Point Firearm
- ☐ Careless Use of a Firearm
- ☐ Murder
- ☐ Hostage Taking
- ☐ Robbery
- ☐ Warrant Execution
- ☐ Discharge Firearm
- ☐ Assault
- ☐ Attempt Murder
- ☐ Kidnapping
- ☐ Break & Enter
- ☐ Other_____

INCIDENT SYNOPSIS:

SUSPECT DESCRIPTION

INCIDENT #:	SUSPECT#:

CLASSIFICATION:

☐ Criminal ☐ Suicidal ☐ Mental

☐ Criminal ☐ Suicidal

SURNAME:		FIRST NAME:	
ALIAS:		D.O.B. (dd/mm/yy):	
AGE (YEARS):		SEX (M/F)?: M	
HEIGHT:	WEIGHT:	HAIR:	EYES:

ETHNIC GROUP/RACE:	LANGUAGES:
PHOTO: ☐ YES ☐ NO	

CLOTHING	STYLE	COLOUR
HAT		
SHIRT		
JACKET		
PANTS		
FOOTWEAR		
OTHER (describe)		

PHYSICAL:	
(marks, scars, tattoos)	

Other Comments: (see "Suspect Behaviour Log")

SUSPECT DESCRIPTION

Background

CRIMINAL HISTORY:	
C.N.I.:	

MEDICAL HISTORY: **Eg. Psychological, Physiological**	
MEDICAL HOSPITAL:	**PHYSICIAN:**

MENTAL STATE:	**CALM**	**ANGRY**	**VIOLENT**	**OTHER (describe)**
Prior to Police Arrival	☐	☐	☐	☐
After Police Arrival	☐	☐	☐	☐

PRESENT PHYSICAL CONDITION:

☐ **Wounded** ☐ **Tired** ☐ **Intoxicated** ☐ **Hungry**

☐ **Other (describe)**

HISTORY OF ABUSE:	**DESCRIPTION...**
DRUGS: ☐ **YES** ☐ **NO**	
ALCOHOL: ☐ **YES** ☐ **NO**	
SOLVENT: ☐ **YES** ☐ **NO**	
OTHER: ☐ **YES** ☐ **NO**	

SUSPECT DESCRIPTION

Background continued

EMPLOYMENT:	
SKILLS:	

GROUP AFFILIATION:	
POLITICAL IDEOLOGY:	

DEMANDS MADE:	

MILITARY BACKGROUND: ☐ No ☐ Yes (describe)	
HUNTING BACKGROUND: ☐ No ☐ Yes (describe)	
KNOWLEDGE OF LOCAL AREA: ☐ Minimal ☐ Basic ☐ Extensive	

RELATIONSHIP(s) TO HOSTAGE(s):	
☐ Blood Relative	
☐ Marriage	
☐ Common Law	
☐ Other	

WEAPONS

TYPE:	**QUANTITY:**
AMMUNITION:	**EXPLOSIVES:**
WEAPONS EXPERIENCE: (explain)	
EXPLOSIVES EXPERIENCE: (explain)	
OTHER EQUIPMENT OF INTEREST: (eg. police monitor, gas mask, etc)	

VICTIM DESCRIPTION

NUMBER OF VICTIMS: (If multiple victims, use additional page)

VICTIM #:			
SURNAME:		FIRST NAME:	
AGE (years):		SEX (M/F)?: M	
HEIGHT:	WEIGHT:	HAIR:	EYES:

ETHNIC GROUP/RACE:	LANGUAGES:
PHOTO: ☐ YES ☐ NO	

CLOTHING	STYLE	COLOUR
HAT		
SHIRT		
JACKET		
PANTS		
FOOTWEAR		
OTHER (describe)		

PHYSICAL:	
(marks, scars, tattoos)	

VICTIM DESCRIPTION

Background

MEDICAL HISTORY: **Eg. Psychological, Physiological**	
MEDICATIONS:	**PHYSICIAN:**

HISTORY OF ABUSE:			**DESCRIPTION...**
DRUGS:	☐ **YES**	☐ **NO**	
ALCOHOL:	☐ **YES**	☐ **NO**	
SOLVENT:	☐ **YES**	☐ **NO**	
OTHER:	☐ **YES**	☐ **NO**	

IF HOSTAGE INCIDENT, complete the following:

MENTAL STATE:	**CALM**	**STRESS LEVEL**	**STOCKHOLMED**	**OTHER (describe)**
Prior to Police Arrival				
After Police Arrival				

☐ **Restrained** ☐ **Hooded** ☐ **Other (describe)**

LOCATION (isolated?) etc.:

GUARDED (how?):

PARTICIPATING IN INCIDENT (ie Stockholming): ☐ **Yes** ☐ **No**
(describe)

HISTORY WITH SUSPECT:

SCENE

Site Survey

PHOTOGRAPHS	☐ Yes	☐ No	AERIAL PHOTOGRAPHS	☐ Yes	☐ No
ROAD MAP	☐ Yes	☐ No	TOPOGRAPHICAL MAP	☐ Yes	☐ No
FLOOR PLAN	☐ Yes	☐ No	SCHEMATIC DIAGRAM	☐ Yes	☐ No
ELEVATION VIEWS	☐ Yes	☐ No	BLUEPRINTS/STRUCTURE	☐ Yes	☐ No
			INTERIOR PHOTOGRAPHS	☐ Yes	☐ No

LOCATION	
BUILDING NAME:	
COMPLETE ADDRESS:	
TELEPHONE:	
GENERAL DESCRIPTION:	
SITE COMMANDER:	TELEPHONE:
ADDRESS:	
DESCRIPTION OF BUILDING	
TYPE OF BUILDING:	
NUMBER OF FLOORS:	TOTAL SQUARE FEET:
NUMBER AND TYPE OF ROOMS	
TYPE OF CONSTRUCTION:	
NUMBER AND TYPE OF ENTRANCES/EXITS:	
NUMBER OF EMERGENCY EXITS:	
ELEVATORS ☐ Construction ☐ Passenger ☐ Freight	
MAKE:	MODEL:
SIZE:	EMERGENCY SHUT OFF POINT:
FIRE ESCAPES/DOORS:	

Site Survey Continued

BUILDING GROUNDS
AVENUES OR APPROACH AND ESCAPE:
SURROUNDING TERRAIN:
LIGHTED AREAS:
LANDING ZONES: (Description, including distance from facility and avenue of approach)

Site Survey Continued

SECURITY
EXTERIOR DOORS: (Type, which way to open and close, type location of locks)
WALLS, FENCES & GATES:
ALARMS/SURVEILLANCE CAMERAS:
SECURITY PERSONNEL: (Company, number of, location of control)
LOCATION OF MASTER KEYS:
LIGHTING: (Interior and Exterior)
OTHER:

Site Survey Continued

INTERIOR LAYOUT:
PHYSICAL DESCRIPTION AND FLOOR PLAN: (include dimensions)
LOCATION OF FLOOR PLANS AND BLUEPRINTS:
INTERIOR CONSTRUCTION:
Walls:
Composition:
How do they open?:
Location of hinges; exposed or concealed?:
Location of doorknobs:
Dimensions:
WINDOWS: (description, how locked, how opened)
CRAWL SPACES, AIR DUCTS, ETC
STAIRWAYS:
HALLWAYS:

Site Survey Continued

UTILITIES
TELEPHONES:
Type of service:
Location of wire closet:
ELECTRICITY:
Type:
Location of circuit breaker room:
VENTILATING, HEATING, AIR CONDITIONING:
Location of controls:
Name of repair:
Maintenance company:
SEWAGE:
Tunnels utilized nearby:

Site Survey Continued

Rough Sketch:
(should include approximate distance of Command Post to TOC, TOC to ground personnel, Outer Perimeter, Major Topography, buildings, hydro lines, local towers or other pertinent information)

VEHICLES

VEHICLE # 1	**MAKE:**	**MODEL:**
COLOUR:	**LICENCE NO.**	
CONDITION/STATE (e.g. disabled etc.)		
ADDITIONAL VEHICLES		
VEHICLE # 2	**MAKE:**	**MODEL:**
COLOUR:	**LICENCE NO.**	
CONDITION/STATE (e.g. disabled etc.)		
VEHICLE # 3	**MAKE:**	**MODEL:**
COLOUR:	**LICENCE NO.**	
CONDITION/STATE (e.g. disabled etc.)		
VEHICLE # 4	**MAKE:**	**MODEL:**
COLOUR:	**LICENCE NO.**	
CONDITION/STATE (e.g. disabled etc.)		

MISSION

MISSION STATEMENT: (authority of the Incident Commander)

Prepared by

Approved by
Incident Commander

EXECUTION

Resource Team

OBJECTIVE:	
ASSIGNED TO: (supervisor)	**CALL SIGN:**
REQUIRED NUMBER OF PERSONNEL:	
PHASE LINE YELLOW:	
PHASE LINE GREEN:	
TASK	
TASKS	
ASSIGNED TO: (member)	
CALL SIGN:	
REQUIRED EQUIPMENT:	
RESPONSIBILITY:	

EXECUTION

TASK
TASKS:
ASSIGNED TO: (member)
CALL SIGN:
REQUIRED EQUIPMENT:
RESPONSIBILITY:
TASKS:
ASSIGNED TO: (member)
CALL SIGN:
REQUIRED EQUIPMENT:
RESPONSIBILITY:
TASKS:
ASSIGNED TO:
CALL SIGN:
REQUIRED EQUIPMENT:
RESPONSIBILITY:

ADMINISTRATION & SUPPORT

RESOURCE CHECKLIST

OPP RESOURCES			
CANINE	☐	TRAFFIC UNIT	☐
ERT	☐	CRIME UNIT	☐
TRU	☐	MARINE UNIT	☐
HELICOPTER	☐	AUXILIARY	☐
TECHNICAL SUPPORT	☐	CRISIS NEGOTIATOR	☐
EDU	☐	PEER SUPPORT	☐
OUTSIDE RESOURCES			
FIRE DEPARTMEN	☐	HYDRO	☐
*AMBULANCE	☐	BELL	☐
SAR ORGANIZATION	☐	CASARA	☐
MTO HEAVY EQUIPMENT	☐	SERVICE CLUBS	☐
MILITARY/RCC	☐	MNR	☐

** Fill in resources as required. Expand or reduce the structure as the incident changes.

SPECIAL TRANSPORT REQUIREMENTS			
☐	Helicopter	☐	Marine Units
☐	Aircraft	☐	Motorcycles
☐	Snowmobiles	☐	All Terrain Vehicles
PRISONER EVALUATION			
ASSIGNED TO:		VEHICLE #:	

RESOURCE CHECKLIST CONTINUED

MEALS:	**ACCOMODATIONS:**
REST PERIODS:	**RELIEF:**
ROTATION ROSTER:	
VEHICLE SERVICING:	
EQUIPMENT INVENTORY: (Radio's, firearms, etc.)	

COMMAND/COMMUNICATIONS

INCIDENT COMMANDER:	
COMMAND POST LOCATION:	
TELEPHONE:	**CALL SIGN:**
BRIEFING LOCATION:	
STAGING AREA:	
AFTER INCIDENT	
DAMAGE ASSESSMENT:	
MEDIA STATEMENT:	
DEMOBILIZATION:	
INCIDENT ASSESSMENT:	
TRANSITION TO CRIMINAL INVESTIGATION:	

NCIDENT ASSESSMENT

POTENTIAL OR ACTUAL PROBLEM (what happened)	PROBABLE CAUSES (why did it happen)	PREVENTATIVE ACTION (how do we prevent it)	CONTINGENT ACTION (what if it happens again)	TRIGGER (what action prompts the contingent action)
Ex.) Auxiliary lighting unit fails	Generator runs out of fuel	Logistic office assigns member to maintain fuel supply	Have container of fuel near the unit	Lighting failure reported to Command Post

PLANNING

SITUATION	**Activity** **Suspects** **Intelligence** **Location** **Current Police Involvement**
MISSION	**A clear concise statement of Objectives to work towards**
EXECUTION OF THE PLAN	- **summary of the general plan to be used in accomplishing the mission** - **identify the units and their assigned tasks in the incident resolution** - **co-ordinating instructions (timings, routes, priority of work etc.)**
ADMINISTRATION AND EQUIPMENT	- **weapons to be utilized** - **clothing to be worn** - **special equipment to be utilized** - **transportation** - **handling of prisoners** - **medical plan** - **meals, relief** - **any other admin./logistical concerns**
COMMAND, CONTROL AND COMMUNICATION	**A/ Controls – C.P., T.O.C. site, location of Incident Commander and sub-unit leaders** **B/ Communication – is TAC established, what frequency will inner perimeter work on, who will monitor the radio network(s)** **C/ Call signs, pro-words, code words**

SITUATIONAL ASSESSMENT

SUSPECT	- name - date of birth - physical description - occupation - education - hobbies
	- family history - mental state (psychological profile) - suicidal threat information - medical history - criminal record - drug/alcohol abuse - military experience - weapons, ammo.
SCENE	- anyone in immediate danger - is the scene contained? - communication to all officers - location of containment officers - firearms discipline - surrender route established
	SCENE DIAGRAM - bird's eye view of area – include roads, neighbourhood houses, suspect's house, natural cover e.g. bush, creeks, position of containment officers - diagram of the house – all exterior walls and floor plan available
RESOURCES	negotiator's canine technical support investigator's TRU/ERT Outer perimeter control media co-ordinator medical assistance fire department hydro/P.U.C. scribe admin/logistics

Scribe Program
Standard Operating Procedure Manual
Emergency Response Programs
Field Support Bureau

INTRODUCTION

This manual provides procedures for the Scribe Program, further to policy as set out in Police Orders, Chapter 5, Major Incident Command.

The Scribe Program consists of two streams, the Critical Incident Scribe (CIS) stream and the Emergency Management Note-taker (EMN) stream.

Revisions/Updates

Commander, FSB

The Commander, Field Support Bureau (FSB) is the accountable executive for the Scribe Program Standard Operating Procedure (SOP) Manual.

As per Police Orders 5.5.3, the Commander FSB is responsible for maintaining the Scribe Program SOP Manual and will audit the content for relevancy on an annual basis. The Commander FSB is also responsible to ensure any amendments are communicated to the organization for immediate implementation.

ROLE

Definition:

A Scribe is an employee specifically trained to perform this function.

A Critical Incident Scribe reports directly to the Critical Incident Commander (CIC)/Incident Commander (IC) or Emergency Operations Centre (EOC) Coordinator and records CIC/IC notes or an EOC Event Log on their exclusive behalf.

An Emergency Management Note-taker (EMN) reports directly to an Incident Commander (IC) or Emergency Operations Centre (EOC) Coordinator and records IC notes or an EOC Event Log on their exclusive behalf.

An EMN/CIS is expected to:

- record the notes of the Critical Incident Commander (CIC) or Incident Commander (IC), not their own, in a format acceptable to the CIC/IC, i.e. hand written or electronic;
- remain with and report directly to the CIC or IC;
- provide an accurate, legible and chronological written record of: all orders, instructions and information issued by and received by the CIC or IC; all decisions made by the CIC or IC; all other information as directed by the CIC or IC;
- maintain a record of tasks (things to do) and update the CIC or IC accordingly;
- not relinquish the CIC/IC notes to any person unless directed by the CIC or IC to do so;
- deliver the CIC/IC notes to the CIC or IC at the conclusion of the event.

Other EMN/CIS duties may include:

- completing other command post documentation as directed by the CIC/IC;
- providing care and control of assembled notes during the event;
- logging any information turned over to the CIC or IC, e.g. faxes, maps, forms;
- being prepared to mobilize at any time;

- attending regular Command Post briefings/debriefings/meetings.

***** see EOC SOP manual for roles and responsibilities of EMN/CIS while working in an EOC**

TYPES OF CALLS

A Critical Incident Scribe may be utilized for any of the following types of incidents:

- hostage taking;
- barricaded person;
- suicidal person;
- high risk warrant;
- public order incident (Command Post for all hard tac and soft tac POU deployments)
- UCRT deployments involving CBRNE and USAR;
- EDU deployments;
- natural disasters;
- plane/train/automobile accidents;
- searches;
- hazardous substance instances;
- EOC activations
- major events;
- or any other situation where a CIC is deployed.

An Emergency Management Note-taker may be utilized for any of the following type of incidents:

- natural disasters,
- plane/train/automobile accidents;

- searches;
- hazardous substance instances;
- major events;
- EOC activations;
- or any other situation where an IC is deployed.

SELECTION

Candidate

Pre-qualification

A Critical Incident Scribe/Emergency Management Note-taker shall:

- be a volunteer;
- have a minimum three years of service;
- make a minimum commitment of three years to be a Critical Incident Scribe/Emergency Management Note-taker;
- have neat and legible handwriting;
- be willing to be on call;
- be willing to be away from home, family and work, sometimes in remote areas, for an indeterminate period of time;
- be willing to work under various conditions – outside of normal working hours;
- be willing to respond anywhere within regional/provincial boundaries;
- able to respond with little notice;
- be flexible;
- be computer literate;

- be very organized and have ability to log and control relevant documentation,
- be capable of recording information quickly, accurately, concisely and legibly;
- be self-motivated – good use of down time to complete tasks such as updating suspect information, resource information or information boards;
- be able to maintain confidentiality;
- be able to function under stress;
- be professional.

Application Process

Emergency Management Note-takers are selected by their respective Region/Bureau based on the above noted criteria. There is no formal selection process for the EMN position. It is recommended that a candidate for the EMN position have an interest in eventually becoming a CIS.

There is a selection process to become a Critical Incident Scribe. CIS will be selected from pool of Emergency Management Note-taker candidates. A member possessing the pre-requisites for a Critical Incident Scribe candidate shall submit—through normal channels to the Provincial Coordinator:

- a resume, including an inventory of experience/qualifications/skills; and
- a covering letter, including a supporting footnote from their detachment commander.

Critical Incident Scribe Selection/ Review Committee

Composition

Where a Critical Incident Scribe vacancy exists, a candidate shall be required to appear for an interview

before a Critical Incident Scribe Selection/Review Committee comprised of: a Critical Incident Commander, the Provincial Scribe Program Coordinator and the Regional ERT Coordinator.

Interview

The interview shall include:

- an oral interview to determine knowledge, skills, and abilities; and
- a written assignment.

Psychological

Upon successful selection as an EMN or a CIS, the candidate shall undergo a psychological assessment by the OPP psychologist.

See Appendix 1—Psychological Evaluation Standard

Training

Basic Course

An employee deemed suitable to attend the Emergency Management Note-taker course shall be scheduled for an approved five day EMN course by the Provincial Coordinator.

A Critical Incident Scribe candidate successful in a Regional selection process shall be scheduled for an approved five-day Scribe course by the Provincial Co-ordinator. The candidate must already have completed the five day EMN course.

Appointment

Upon the successful completion of the Emergency Management Note-take course a candidate shall be assigned as an EMN in their respective region/bureau.

Upon successful completion of the Critical Incident Scribe course a candidate shall be assigned as a CIS in their respective region.

Apprenticing

The Regional ERT Coordinator, in co-operation with Regional Command, may require that a new EMN/CIS

candidate awaiting appointment in the region, prior to attending the EMN/CIS course:

- observe at operational calls.

Mentoring

Upon appointment an EMN/CIS shall be assigned to be mentored at operational calls.

- Mentoring will be completed with an experienced Critical Incident Scribe;
- On the first call, the novice EMN/CIS will observe the experienced CIS; (for the EMN this will be at an IC level call, for a CIS this will be at a CIC level call)
- On the second call, the novice EMN/CIS will be coached by the experienced CIS; (for the EMN this will be at an IC level call, for a CIS this will be at a CIC level call)
- There will only ever be one copy of notes recorded;
- IC/CIC will review their notes at the conclusion of the call and provide feedback to the mentoring EMN/CIS;
- After the second call, IC/CIC will decide if the EMN/CIS is ready to attend calls on their own and will advise the Regional ERT Coordinator, who will in turn notify the Provincial Scribe Program Coordinator.
- If the IC/CIC determines that the EMN/CIS requires further mentoring, additional calls with an experienced CIS will be arranged by the Regional ERT Coordinator.

Assignment

Upon demonstrated competence, the candidate will be designated as an Emergency Management Note-taker or a Critical Incident Scribe by the Bureau Commander of Field Support Bureau or their designate.

TERMINATION

A member may be removed from being an EMN/CIS under the following circumstances:

- failure to achieve the maintenance training requirements within the preceding six months, and after being provided with a further six-month make-up period; or
- failure to achieve the refresher training requirements, and after being provided with a six-month make-up period; (refresher training only pertains to Critical Incident Scribes) or
- failure to meet the operational requirements of the position.

Critical Incident Scribe Selection/ Review Committee

Where the conduct/behaviour of an EMN/CIS is in question, the Critical Incident Scribe Selection/Review Committee may be convened by the Provincial Coordinator to consider:

- suspending the member from operational EMN/CIS duties until maintenance training requirements are achieved;
- requiring the member to attend a refresher course;
- requiring the member to undergo an additional mentoring period; or
- recommendation to FSB Command and Regional Command for the removal of the member from the Scribe program.

RESPONSIBILITIES

Scribe Program Regional Coordinator

A Scribe Program Regional Coordinator will be assigned to oversee the program regionally by the Regional Commander or their designate. It is recommended by

Field Support Bureau for program consistency and streamlining that this position be the responsibility of the ERT Regional Coordinator (Staff Sgt or Sgt)

The Scribe Program Regional Coordinator shall:

- support the overall EMN/CIS objectives within the region;
- operationally/administratively support the Scribe Program Provincial Coordinator;
- ensure that the EMN/CIS positions are properly staffed and deployed at an incident;
- track the availability of regional EMN/CIS;
- maintain a current list of contact numbers;
- ensure the GHQ Duty Office/regional duty officer/PCC have current EMN/CIS member contact numbers;
- oversee EMN/CIS within the region;
- liaise with the Regional IC/CICs regarding suitability of new EMN/CIS to attend calls on their own after a mentoring process;
- liaise with the Provincial Coordinator and report on regional EMN/CIS operations as required;
- liaise with the Provincial Coordinator to ensure that EMN/CIS regional team members comply with SOP Manual;
- Assist the Provincial Coordinator with organizing and ensuring attendance at mandatory training events;

- ensure that the Provincial Co-ordinator is advised forthwith of any issue that could impact on the EMN/CIS program within the OPP including:
  - training deficiencies;
- disseminate educational/operational information to the EMN/CIS regional team;
- ensure that equipment/supplies are maintained in a state of readiness;
- ensure Employee Assistance Program (EAP) services are made available to EMN/CIS when required.

*****Supervision, support and maintenance training for the EMNs are the responsibility of the respective Regions.**

Provincial Coordinator

The Provincial Coordinator, appointed by the Commander, FSB, shall:

- be a member of the Selection/Review Committee;
- test/evaluate/make recommendations for EMN/CIS best practices/equipment;
- assist in the development/maintenance/delivery of EMN/CIS CTS and courses;
- monitor/assess all aspects of the EMN/CIS delivery;
- maintain current EMN/CIS operational policies/procedures and position descriptors;
- collect/analyze/disseminate appropriate information to all members of the EMN/CIS Program and FSB co-ordinators;
- prepare CIS program budget submissions;

- contribute to the FSB annual report.

Scribe Program Training Coordinator

The Scribe Program Training Coordinator, appointed by the Provincial Police Academy, shall:

- maintain EMN/CIS CTS and other training materials;
- develop/assess EMN/CIS courses;
- coordinate training courses in partnership with the Provincial Coordinator;
- monitor yearly maintenance training to ensure compliance;
- develop/assist in delivery/evaluation of the EMN, CIS Basic and CIS Refresher Courses

FSB Commander

- designation or de-designation as recommended by the Review Committee

TRAINING

Initial

An EMN shall successfully complete a recognized five day EMN training course.

A CIS shall successfully complete EMN training in addition to a recognized five-day CIS training course.

Maintenance

An EMN shall annually participate in one Incident Command level maintenance training component including:

- a practical scenario involving other policing functions;
- table top exercise;
- EOC exercise;

- Any other training deemed suitable by the Training Coordinator.

A CIS shall annually participate in two Critical Incident level components of maintenance training including:

- a practical scenario involving other emergency response functions, including CIC or ICs;
- an observational scenario involving other emergency response functions, including CIC or ICs;
- professional development training including any of the following:
  - negotiator scenarios;
  - communications skills;
  - cultural awareness;
  - CIS updates/review; and
- Any other training deemed appropriate by the Scribe Program Training Coordinator.

Refresher

A CIS shall attend a CIS Refresher workshop every four years.

******* Training for the EMNs are a Regional responsibility.**

CHANGING TEAM

Shift Duration

Although there is no set time length for an EMN/CIS shift, consideration for a shift change should be made every 12 hours.

- This change will occur simultaneously to the change of command of CICs/ICs. The relief scribe will be arranged by the relief CIC/IC.
- At this time, the EMN/CIS will deliver the CIC/IC notes to the relieved CIC/IC. It is up to the discretion of the CIC/IC being relieved

whether they leave their notes with the CIC/IC coming on duty.

TRANSPORTATION

- EMN/CIS will not drive personal vehicles to incidents
- EMN/CIS will not drive marked cruisers to incidents
- CIC/IC upon contacting their EMN/CIS to attend an event will ensure that safe and appropriate transportation is provided for the EMN/CIS to and from the Incident.

INCIDENT CONCLUSION

Incident Debriefing

At the conclusion of each incident the EMN/CIS shall participate in a debriefing with all emergency functions. Subject to direction from the IC/CIC, the EMN/CIS will be responsible for taking ancillary notes documenting:

- The lessons learned by each unit.
- The assessment of the effectiveness of the actions taken/decisions made;
- The assessment of the state of readiness of personnel/equipment; and
- The assessment of the successful strategies/techniques, observed deficiencies, and recommended corrective actions.
- Task list for follow-up items
- Damage report

Reports

The following reports are to be completed by an EMN/CIS :

Incident Command Report

The EMN/CIS shall ensure that form ER033— Major Incident Report is submitted with all appropriate reports appended to the Critical Incident Commander, within two weeks. The Critical Incident Commander will ensure that the completed MIR is submitted to the Director of Operations, Field Support Bureau, via the EMN/CIS within 30 days.

Training Report

A Semi-annual Training Report shall be submitted as follows:

- the EMN/CIS submits the Semi-annual Training Report to the Regional Scribe Program Coordinator by June 30th and December 31st of each year;
- the Regional Scribe Program Coordinator reviews all Semi-annual Training Reports, and forwards them to the Provincial Co-ordinator by July 15th and January 15th of each year; and
- the Provincial Co-ordinator reviews and compiles all Semi-annual Training Reports, and provides copies to the Training Co-ordinator.

APPENDIX 1: EQUIPMENT & SUPPORTS

The CN Provincial Co-ordinator shall ensure that each CIS is provided with kit as follows:

	Quantity
• Pens – black	4
• Rigid clipboard	1
• Highlighters – assorted colours	4
• Markers for boards – assorted colours	2 packs
• Markers for white boards – assorted colours	2 packs
• Celluloid tape	2
• IC Log Book	5
• OPP phone directory	1
• Regional phone directory	1
• Vital Services Directory	1
• Stapler	1
• Flashlight to clamp onto clothing to assist with note taking in the dark	1
• Knapsack	1
• Body Armour	1
• Shirts (minus flash) with Scribe identifier	2 Short 2 Long
• Pants (minus stripe)	2
• Boots	1
• Winter jacket	1
• Winter hat	1
• Long underwear	1
• Gloves	1
• Sunscreen	1
• Bug spray	1
• Duffle Bag	1

*****there is no clothing or equipment issued by FSB to an EMN.**

APPENDIX 2: PSYCHOLOGICAL EVALUATION STANDARD

PSYCHOLOGICAL EVALUATION

Purpose

The purpose of using the psychological evaluation in the selection of an EMN/CIS is to answer the following questions:

- What is the type and level of risk involved in accepting an applicant as an EMN/CIS?
- To what degree does a candidate's personality fit the selection criteria profile?

Tests Administered

The EMN/CIS candidate shall complete the following psychological measures to assess their suitability:

*****This area to be developed in conjunction with the Manager, Psychological Services. Baseline for future CIS to be set by having current CIS complete testing.******

Appendix 7 - OPP Multiple Fatality Strategy

Introduction

An incident involving a large scale emergency or disaster can result in numerous deaths. The OPP Multiple Fatality Strategy may be referred to in order to assist with the response to such events. However, as a result of numerous deaths, regional resources may be quickly overwhelmed and outside assistance required.

According to the Office of the Chief Coroner of Ontario's Draft Provincial Multiple Fatality Plan (PMFP (Draft)):

> *"A **multiple fatality** incident is defined as an event or incident in which several persons perish and which is beyond the capacity of local resources to deal with the investigation, reporting, recovery, identification, examination and disposition of the human remains involved."*[1]

The differences between an incident in which one person has died and multiple people have died are the scope of resources required both internally and externally, notifications, and the length of time a scene is held to be processed. Care must be taken to ensure that bodies be removed by trained personnel only. Evidence used to identify the dead and establish the cause of death must be properly collected.

The primary concerns of a mass fatality incident response are recovery, identification of human remains and assistance to affected families. Protection and preservation of evidence is crucial in the event that the site is considered a crime scene. In addition, the safety of response personnel must be a priority.

The Office of the Chief Coroner has the ultimate authority to intervene and investigate a multiple fatality event where the deaths are sudden and unexpected. In this instance the PMFP (Draft) may be enacted. The Office of the Chief Coroner would be responsible for coordinating human resources and supplies required at the scene to identify victims, establish cause of death, secure evidence, and process remains. The Provincial Emergency Operations Centre may also be activated to assist in coordination.

Where the mass fatality incident has occurred at a workplace, the provisions of the *Occupational Health and Safety Act (OHSA)* will apply. Section 51 of the OHSA requires the employer to immediately notify the Ministry of Labour (MOL) by telephone when a person is killed or critically injured from any cause in a workplace. An MOL inspector will be dispatched to the scene to conduct an investigation. Under the OHSA, disturbance of a scene is prohibited in order to preserve evidence (s. 51(1)), except where it is necessary for saving life or relieving human suffering; maintaining a public utility service or a public transportation system; or preventing unnecessary damage to equipment or other property (s. 52(2)).

In the event of a transportation disaster, the Transportation Safety Board of Canada (TSB) is responsible for coordinating the investigation of all major incidents involving mass fatalities which occur as a result of an aircraft, railway, marine shipping, or pipeline occurrence. Each occurrence is assessed by staff of the TSB to determine if an investigation is warranted, in accordance with the Canadian Transportation Accident Investigation and Safety Board Act (S.C. 1989, c. 3).

[1] Office of the Chief Coroner, *Provincial Multiple Fatality Plan (Draft)* (Province of Ontario, October 2011), 7.

Purpose

The purpose of the OPP Multiple Fatality Strategy is to describe and identify roles and practices in mitigation, preparedness, response to and recovery from mass fatality incidents.

The OPP Multiple Fatality Strategy provides for proper coordination of mass fatality incident response activities. It identifies the means and methods for the sensitive, respectful, orderly care and handling of human remains, other victims, families and communities in multi-death disaster situations.

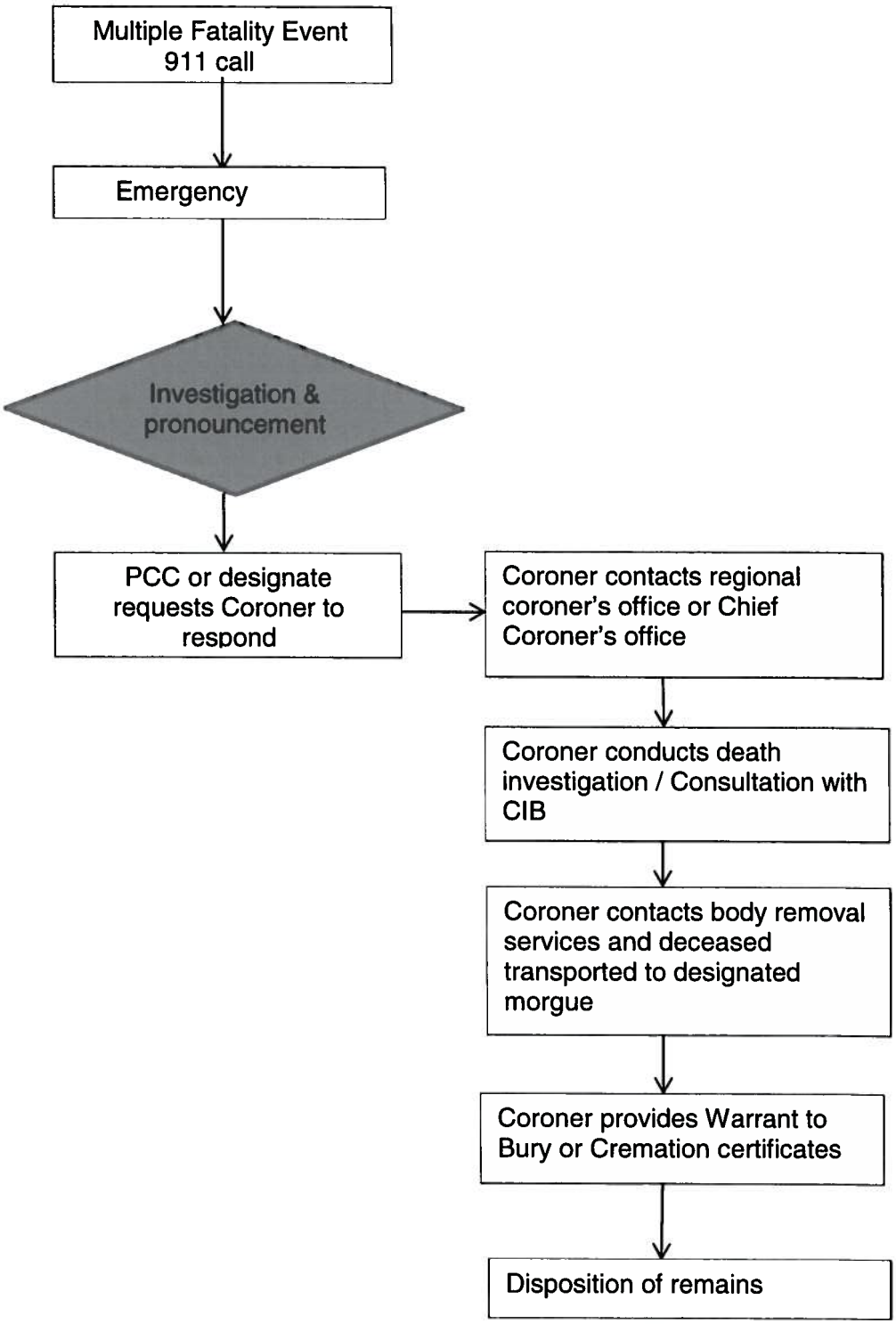
This strategy deals specifically with incidents involving non-natural deaths, which should be treated as a criminal event and managed accordingly. The function of the OPP at such an event would be the control and security of the site as well as to provide investigative assistance to the other agencies that are involved.

The following should be considered:

- Establishing a joint command consisting of police, fire, Emergency Medical Services (EMS), Coroner's Office, other Ministries (e.g. Ministry of Labour, Ministry of Heath, Ministry of the Environment) as required, etc.,
- Using OPP Forensic Identification Services (FIS) to assist with the identification and processing of the deceased,
- Establishing a triage area to coordinate medical assistance for all injured persons, and
- Determining a location for a temporary morgue in consultation with the Office of the Chief Coroner.

Sequence of Events during a Mass Fatality Occurrence

The following flow chart outlines the sequence of events and response activities that occur in a mass fatality event:



Assumptions

The Province of Ontario is vulnerable to a number of risks, such as tornadoes, floods, hazardous materials incidents, mass transportation accidents, and acts of terrorism. Any of these occurrences could result in multiple death response requirements that would place significant strain on OPP Regional capabilities.

This strategy deals specifically with incidents involving non-natural deaths, which should be treated as a criminal event until determined otherwise. Therefore, in most instances, the OPP Criminal Investigation Branch (CIB) will be responsible for the criminal investigation and for the management of the crime scene and will initiate the *Rapid Response to Major Criminal Incident (RRMCI).*

The immediate focus in events of this nature will be the rescue of living individuals through search and rescue operations. However, while life-preserving rescue measures and medical care take precedence, care must be taken to ensure that as many human remains (bodies and body parts) as possible, as well as other evidence, personal effects, etc., are left untouched.

As soon as preservation of life and immediate evidence issues have been address, the scene must be contained while criminal investigators assess the need for judicial authorizations and assistance orders to continue processing the scene.

Concept of Operations

The concept of operations is intended to provide overall guidance to responders on the areas of responsibility and proper response to a multiple fatality incident.

According to the PMFP (Draft):

> *It is likely that all multiple fatality incidents occurring within Ontario will fall within the jurisdiction of the Office of the Chief Coroner. The legislated role, therefore, of the coroner(s) at the site(s) of multiple fatality incidents, is paramount to the effective investigation, reporting, recovery, identification, examination and disposition of human remains.*
>
> *The Office of the Chief Coroner will utilize potential experts, and will assume leadership, integration and facilitating roles. The Office of the Chief Coroner and the Ontario Forensic Pathology Service will be fully integrated and provide services in a seamless fashion for the multiple fatality incident.*[2]

Under the Coroners Act, Section 16, a coroner may,

> *a) examine or take possession of any dead body, or both; and*
>
> *b) enter and inspect any place where a dead body is and any place from which the coroner has reasonable grounds for believing the body was removed. R.S.O. 1990, c. C.37, s. 16 (1); 2009, c. 15, s. 8.*

Further, Sec. 11 of the Coroners Act provides that, in cases that may become subject to a coroner's investigation, no person who has reason to believe that a person died in any of the circumstances mentioned in section 10 shall not interfere with or alter the body or its condition in any way until the coroner so directs by a warrant. R.S.O. 1990, c. C.37, s. 11. Therefore, in those

[2] Provincial Multiple Fatality Plan (Draft), 12.

cases, any movement or recovery of a dead body needs to be done in consultation with, and under the direction of the Coroner.

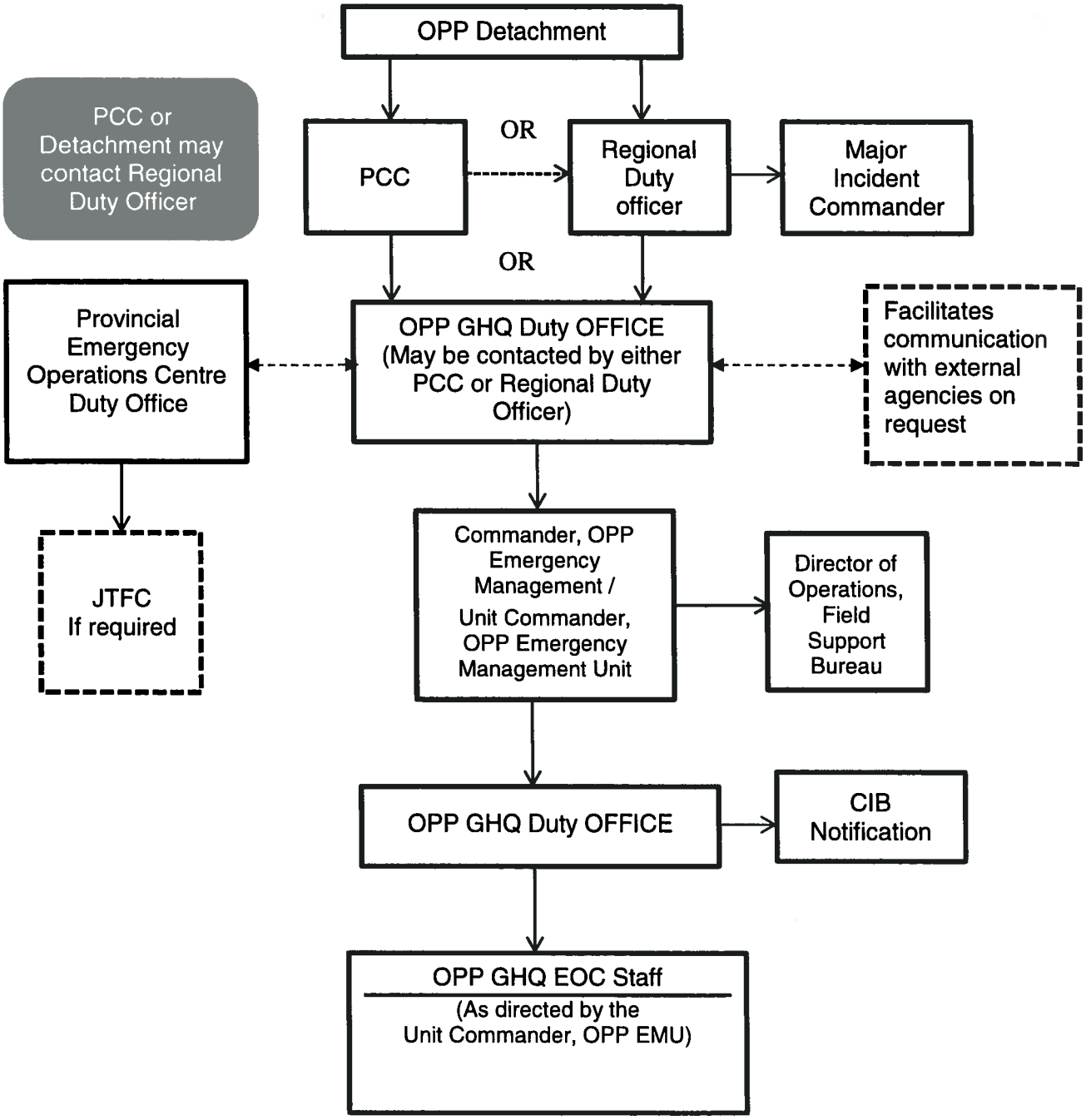
The police service of jurisdiction will be responsible for all site security and investigation including the following:

- Establishing scene security,
- Setting up a security perimeter and establishing staffed ingress/egress points,
- Briefing and debriefing personnel when entering or leaving the staging area,
- Removing unauthorized personnel from the scene,
- Assisting the Coroner in their investigations as the Coroner deems necessary,
- Acquiring, assembling and coordinating all necessary personnel, the materials required to support those personnel and the functions that will be required of them,
- Providing advice and up to date information to the Incident Commander regarding policing concerns, identifications or requirements of personnel,
- Participating as a member of the identification processing group, reporting to the Coroner as to the findings of group members and giving opinions as to whether the remains have been sufficiently identified to release them to the next of kin, and
- Applying special skills of officers within the identification processing group where required during the investigation.

A Major Incident Commander shall be assigned to manage the incident, in accordance with *Police Orders, Chapter 5, Major Incident Command.* In addition, a CIB Inspector will be present in the Command Post to oversee the investigative aspects of the incident. The following additional services may be required for mobilization within the OPP:

- Forensic Identification Services
- Technical Traffic Accident Reconstruction Services
- Canine Unit (cadaver, explosive, and search services)
- Urban Search and Rescue, Chemical, Biological, Radiological, Nuclear, and Explosive Response Team (UCRT)
- Underwater Search and Recovery Unit (USRU)
- Aviation Services
- Emergency Response Team

OPP Notification Procedure for Multiple Fatalities



Roles and Responsibilities

Function	Lead Responsibility	Relevant Policy / Legislation
Initial Response • Establishment of Inner and Outer Perimeter • Scene Assessment	First Responders (Police, Fire, EMS)	• Police Orders, Sudden Death/Unidentified Body/Remains, Section 2.11 • OPP Field Guide, First Officer at the Scene • OPP Field Guide, Crime Scene Checklist
Notification to Provincial Emergency Response Center (PEOC)	OPP GHQ Duty Office	
Notification to Coroner	Provincial Communications Centre	• Coroners Act, R.S.O. 1990, C.37
Incident Command	Police *(Due to potential criminal investigation. However, another first response agency (e.g. fire service) may take lead dependent on the nature of the incident)*	• Police Orders, Major Incident Command, Section 5.1 • Major Incident Command Standard Operating Procedure
Search and Rescue of Living Victims	First Responders (Police, Fire, EMS)	• Police Orders, Emergency Response Team, Section 5.4 • Police Orders, USAR CBRNE Response Team (UCRT), Section 5.13
Scene Security	Police	• OPP Field Guide, Crime Scene Checklist • OPP Field Guide, Crime Scene Security Detail
Site Preservation / Collection & Control of Evidence	Police (Forensic Identification Services)	• Police Orders, Evidence/Property Collection, Preservation, Control, Section 2.39
Criminal Investigation	Police	• Police Orders, Criminal Investigation Management/Procedures, Section 2.7
Human Remains Recovery, Collection & Body Storage	Ontario Forensic Pathology Service	• Coroners Act, R.S.O. 1990, C.37 • OPP Field Guide, Deceased Person Security Detail • Provincial Multiple Fatalities Plan (Draft)
Transportation of Remains	Office of the Chief Coroner (Function has been contracted out to a private service provider)	• Provincial Multiple Fatalities Plan (Draft)
Morgue Operations	Ontario Forensic Pathology Service	• Provincial Multiple Fatalities Plan (Draft)
Family Assistance	Office of the Chief Coroner	• Provincial Multiple Fatalities Plan

Function	Lead Responsibility	Relevant Policy / Legislation
• Establishment of Family Assistance Centres		(Draft) • Police Orders, Victims Services, Chapter 3
Disaster Victim Identification	Office of the Chief Coroner	• Provincial Multiple Fatalities Plan (Draft)

Initial Response

Initial response activities of the Ontario Provincial Police, in coordination with the Office of the Chief Coroner, involve securing the site, initial scene evaluation, and the establishment and coordination of all other phases of the recovery effort. Every site should be treated as a crime scene until it has been determined as otherwise.

Scene Assessment

The initial scene evaluation will determine needs and dangers such as:

- Identification of possible chemical, biological, nuclear, and/or primary and secondary incendiary hazards,
- Equipment required ensuring the safety of responders,
- The number of fatalities, and the condition of human remains,
- Accessibility of the scene and equipment necessary to begin recovery operations,
- Determine location(s) for family assistance centre. Consideration should include the need to possibly house family members,
- Determine the location for Psychosocial Response and Recovery for responders,
- The need to call in additional resources.

Scene Security

Security at the scene of mass fatality disasters is critical to the success of all operations. The scene must be clearly delineated and rules of access must be established and strictly enforced to ensure the following:

- Maintain site integrity via establishment of secure perimeter,
- Maintain chain of custody of evidentiary items,
- Prevent scene workers from being disturbed,
- Control unauthorized volunteers who may rush to the scene in an attempt to help,
- Maintain the dignity and privacy of families, and
- Prevent public / media from witnessing/ the condition of remains.

Credentialing / Access Control:

The establishment of an on-site rapid credentialing and personnel identification tag process is required to prevent unauthorized access to the site and designated secure facilities. Depending on the nature of the incident, there may also be requests from residents and business owners to gain access to premises within the affected area.

The OPP Crime Scene Register should be used to track those emergency response personnel, response support personnel, recovery support personnel, residents, and business owners to be granted access into the affected area.

At a large-scale incident where many people may require access to the scene, it may be difficult to coordinate access quickly and efficiently. Best practices include:

- Establishment of a reception centre to validate credentials and coordinate access for non-emergency response personnel;

- Use of letters of access (Figure 1) and/or vehicle placards (Figure 2) to identify unmarked vehicles and civilian personnel (i.e. subject matter experts, residents, business owners, etc.). Unique placard/letter of access numbers should be identified in the register; *and/or*

- Use of photo ID camera/printer for the immediate creation of identification tags (Figure 3), colour coded to identify area of access (e.g. red=inner perimeter, yellow=outer perimeter). ID Tags are to be visible whenever the person is on site.

Note: Templates for identification documents are located on the Field Support Bureau – Major Incident Command Intranet site.

Figure 1 – Sample Letter of Access

	Ontario Provincial Police	NO: [Unique #]

[Name of Incident]
[Purpose/ Destination]

To Whom It May Concern:

The holder of this Letter of Access has been granted access to the area noted below for the following reason(s):

- ❑ Emergency Response **(Level 1)**
- ❑ Response Support **(Level 2)**
- ❑ Recovery Support **(Level 3 – *Access to the inner perimeter must be approved by the Incident Commander*)**
- ❑ Resident or Business Owner **(Level 4 - *Access must be approved by the Incident Commander)***

Please contact the person below if you have any questions, or to report misconduct or the loss or theft of this Letter of Access or the companion Vehicle Placard (if applicable).

[Person's Full Name]	Zone:
[Organization (if applicable)]	
Notes:	

Authorized By:	Signature:
Position/Title:	E-Mail
Office Phone:	Cell Phone:

Figure 2 - Sample Placard

Ontario Provincial Police	NO: [Unique #]
[Name of Incident] [Purpose/ Destination]	
Access Level: ❑ Level 1 ❑Level 2 ❑Level 3 ❑Level 4	
[Person's Full Name]	Zone:
[Organization (if applicable)]	

Figure 3 – Sample ID Tag

Ontario Provincial Police [Name of Incident]	
[Person's Full Name]	[Photo]
[Organization (if applicable)]	

Checkpoints / Traffic Management:

To ensure that only authorized personnel are allowed into the affected areas, the following checkpoints should be established:

Outer Perimeter Checkpoint

- This is a checkpoint where traffic management is a priority and risk remains relatively low.
- Typically a cursory review of the individual and his or her vehicle is conducted.
- Vehicle Placards can be leveraged to form multiple lanes of traffic segmented by priority (no placard vs. placard, by Tier level, etc.) as the roadway permits.
- Individuals can be directed to a second officer located at the Outer Perimeter Checkpoint or to the command post for a further, more detailed review as needed

Inner Perimeter Checkpoint

- This is a checkpoint where a more detailed (or scrutinized) review of a person's identity details and documents is appropriate and where risk remains high or higher
- An inspection of IDs and Letters of Access, as well as inspection of the person's record in the issuing registration system, is appropriate

Spot Check

- This is a roaming checkpoint where a more detailed (or scrutinized) review of a person's identity details and documents is appropriate and where risk remains high
- This typically occurs due to the person's actions or geographic location within the emergency zone
- This also typically occurs at a muster point where the person is or will be assuming or being asked to fulfill certain job roles, assignments or responsibilities
- An inspection of IDs and Letters of Access, as well as inspection of the person's record in the issuing registration system, is appropriate

Tiered Access based on Function:

Type	**Access Level / Required Credentials**	
	Outer Perimeter	**Inner Perimeter**
Level 1 – **Emergency Response** *Police/Fire/Emergency Medical Services, as required by the incident*	Uniform / Marked Vehicle – unrestricted access	Uniform / Marked Vehicle – unrestricted access
Level 2 – **Response Support** *Public works, municipal utilities, subject matter experts, etc.*	- Vehicle placard and/or - Visual inspection of photo ID / Employer ID, as required	- **Restricted access as authorized by Incident Commander** - Vehicle placard and/or - Visual inspection of photo ID / Employer ID

Type	Access Level / Required Credentials	
	Outer Perimeter	Inner Perimeter
Level 3 – **Recovery Support** *Relief workers, animal rescue, business operators considered critical to recovery efforts, other personnel approved at the discretion of local authorities*	- Pre-authorization in issuing registration system - Vehicle placard / Letter of Access and/or - Visual inspection of photo ID	- **Restricted access as authorized by Incident Commander** - Pre-authorization in issuing registration system - Vehicle placard / Letter of Access and/or - Visual inspection of photo ID
Level 4 – **Residents & Business Owners** *Identified through municipal tax rolls, business associations, landlord, tenant/condo associations, etc.*	- **Restricted access as authorized by the Incident Commander** - Pre-authorization in issuing registration system - Vehicle placard / Letter of Access and/or - Visual inspection of photo ID	- **No access until area is deemed safe for entry** - Pre-authorization in issuing registration system - Vehicle placard / Letter of Access and/or - Visual inspection of photo ID

Incident Command

Under the PMFP (Draft), it is assumed that during the initial phase of a multiple fatality event, the response will be coordinated by a single Incident Commander irrespective of the number of agencies and jurisdictions involved. It is further assumed that, as every multiple fatality event has the potential to be criminal in nature, the Incident Commander should be a senior police officer, trained in the Incident Management System. However, after the initial response and depending on the nature of the incident, Incident Command may transfer to another entity (e.g. fire services).[3]

Within the OPP, Major Incident Command falls under the Field Support Bureau and is carried out in accordance with *Police Orders, Section 5.1 - Major Incident Command* and the *OPP Major Incident Command (MIC) Standard Operating Procedure Manual.*

The duties of an Incident Commander are as follows:

- to take command/control of the major incident, and
- to retain command/control until the situation is resolved/relieved.

Unified Command Coordination

A number of different organizations and agencies may be represented at the command post, depending on the nature of the incident. During the initial response, a single Incident Commander will be designated, as appropriate to the incident. This will allow for a coordinated approach to scene logistics, including issues such as health and wellbeing of survivors, management of first responders, scene preservation, scene control, security, scene safety, evidence retention and crowd control.

Each agency shall then designate an inter-agency liaison officer to ensure coordinated incident site management and adequate communication is achieved through frequent exchange of

[3] Provincial Multiple Fatality Plan (Draft), 63.

information, especially with respect to the hazards and status of the operational activities. Unified command and coordination will be established according to accepted Incident Management System protocols. Members of the unified command are responsible to work together in order to ensure the following:

- Determining overall incident objectives,
- Selection of strategies,
- Ensuring that joint planning for tactical activities will be accomplished,
- Ensuring that integrated tactical operations are conducted, and
- Making maximum use of all assigned resources.

Family Assistance

The Family Assistance Centre is one of the most sensitive operations in a mass fatality event. A Family Assistance Centre must be established and should be physically separated from the disaster scene. The activities surrounding the setup and operation of the Family Assistance Centre will be coordinated by the Office of the Fire Marshall and Emergency Management (OFMEM) and municipal social services, in consultation with the Office of the Chief Coroner.

The area selected should be secured, in order to give privacy and dignity to the families. Regular briefings by the Coroner or staff will help keep the families informed. One factor of a mass fatality incident involves the notification of next-of-kin. Grieving relatives, especially those at the disaster site, may need crisis counselling by faith based representatives, social workers or other professionals. Meeting with the families on an individual basis early on makes it possible to start the process of collecting ante mortem records for use in the morgue operations.

Police will work in conjunction with the Family Assistance Team Leader to ensure the specific responsibilities are met. Best practices from other large-scale multiple fatality incidents include:

- Establishment of a 1-800 telephone number for inquiries from family members and the media;
- Assigning police investigators to the Family Assistance Centre to liaise with family members directly; and
- Engaging the services of *Victim Crisis Assistance and Referral Services (VCARS),* where appropriate. VCARS is a community response program providing immediate help to victims of crime or disaster 24 hours a day, seven days a week. The VCARS team provides short-term, on-site assistance to victims and can also refer them to community services for longer-term support.

Security services will be provided as appropriate. This may be assigned to a third party security company or by the responding police service as per the PMFP (Draft).

Responsibilities of officers include:

- Management of traffic flow for parking,
- Monitoring access to the facility, ensuring only legitimate visitors are granted access,
- On-site security to maintain the safety and well-being of those within the facility, and
- Ante-mortem data acquisition will be completed by local police services at the direction of the Chief Coroner.

Recovery

The Chief Coroner is responsible for overseeing the activities of the Multiple Fatality Oversight Group (MFOG) which is comprised of designated teams and a team leader to oversee the investigation, reporting, recovery, identification, examination and disposition of human remains.

Remains

As per the PMFP (Draft), and under direction of the Chief Coroner, search and recovery involves locating and removing bodies, body parts, and personal effects. The Human Remains Recovery and Evidence Collection Teams are responsible for recovery of the bodies at the disaster site, as well as collection and preservation of evidence at the site.

The Human Remains Recovery team should be led by a forensic pathologist or designate to ensure minimal damage to remains and minimal loss of evidence. The Evidence Collection team should be led by an experienced Forensic Identification Officer to ensure proper collection of evidence ensuring both integrity and continuity of the evidence.

During the search and recovery the following should be observed:

- Document everything found at the disaster site, as it may help in the investigation and in the morgue operations,
- No remains shall be moved, or touched by workers except for primary triage purposes until direction and approval have been given by the Coroner, unless necessary for responder safety or to prevent further damage to the remains,
- Bodies may be contaminated both internally and externally. Contaminated bodies shall not be decontaminated until authorized by the Coroner; decontamination will be conducted in a manner to preserve evidence,
- Some incidents may involve a suspected or confirmed infectious disease. In such cases every worker involved in the response must have the appropriate training and personal protective equipment required to implement routine precautions, as well as any additional precautions as identified,
- Remains or body parts will be handled as per established forensic protocols,
- Unattached personal effects found on or near the body will be placed in a container and recorded for recovery, and
- Valuables such as wallets or jewellery that are attached to the body or found near the remains should be left attached or contained, recorded and secured.

Transportation of Remains

The Office of the Chief Coroner has contracted with a private service provider for the transportation of remains in the event of a multiple fatality incident. This service provider has both storage and cooling capacity in its facility and would be a provider of choice. Depending on the location of the incident, other body transfer services, including local funeral homes, may be requested to assist in this function.

Considerations include:

- In the event that deceased victims are contaminated, expert advice will be sought before they are removed from the scene;

- The transfer of remains to the morgue should be handled discretely using appropriate, unmarked vehicles such as refrigerated trucks;
- Transport of remains and documentation should be coordinated by the Office of the Chief Coroner; and
- None of the remains should be moved from the site to the mortuary until the Coroner has given permission to do so.

Morgue Operations

In the case of a multiple fatality incident where it is not possible to transport human remains to the Provincial Forensic Pathology Unit, a temporary mortuary may be required. The decision to use a temporary mortuary will be made at the time of the incident by the Office of the Chief Coroner and will be dependent on the nature of the incident (size, location, accessibility, etc.), in consultation with the impacted municipality and/or First Nation.

Due to the requirement of continuity of evidence, the OPP will be responsible to supervise the movement of the remains from the scene to the human remains collection area and body storage area, where the number of deceased exceeds the capacity of the mortuary.

The Office of the Chief Coroner, in collaboration with the OPP, will develop a mechanism and process to itemize, catalogue and otherwise safeguard all associated and unassociated items, including cash and valuables. Timing of the return of personal effects to families and/or disposal of items will be determined by Office of the Chief Coroner.

All records and supporting documents pertaining to the recovery, identification, and disposition of remains and personal effects will be archived and retained for future reference in accordance with current policies of the Office of the Chief Coroner and as required by legislation. (Note: Records related to DNA testing conducted by Centre for Forensic Sciences (CFS) will remain with CFS).

Lead and Supporting Agencies – Contact Information / Roles and Responsibilities

The following lists will be of assistance in determining the investigating agencies and response partners that should be notified dependent upon the nature, scope, and magnitude of the type of incident:

All of the following contact information is also available through the OPP Provincial Communications Centres (PCCs)

Primary / Lead Agencies

Office of the Chief Coroner (Ontario Provincial dispatch: 855-299-4100)

As the Lead Agency, the Office of the Chief Coroner will:

- Administer the Coroners Act R.S.O. 1990, Chapter C.37 (Coroners Act) and the regulations,
- Utilize potential experts, and will assume leadership, integration and facilitating roles,
- Establish a liaison or representation with the Ontario Provincial Police,
- Activate the Provincial Multiple Fatality Plan,
- Initiate activation and provide a lead role at the Family Assistance Centre,

- Be responsible for recovery and evacuation of remains, body identification, disposition of human remains and preservation or embalming,
- Through the Family Assistance Centre the Coroner's Office is responsible for notification of next of kin or representative, documentation on each victim and the preparation and file death certificates,
- Identify the morgue site(s) and/or temporary morgue facility,
- Establish a staging area, and
- Will work in conjunction with others regarding the release of information. This may be coordinated through the Provincial Operations Centre and the Ministry of Community Safety and Correctional Services Communications Branch.

Transportation Safety Board of Canada (TSB)
TSB: 1-800-387-3557 or +1 819 953 3741
(http://www.tsb.gc.ca/eng/)

The Transportation Safety Board of Canada (TSB) is an independent agency that advances transportation safety by investigating occurrences in the marine, pipeline, rail and air modes of transportation. The *Canadian Transportation Accident Investigation and Safety Board Act* provides the legal framework that governs TSB activities.

TSB is responsible for:

- conducting independent investigations, including public inquiries when necessary, into selected transportation occurrences in order to make findings as to their causes and contributing factors;
- identifying safety deficiencies, as evidenced by transportation occurrences;
- making recommendations designed to eliminate or reduce any such safety deficiencies; and reporting publicly on our investigations and on the findings in relation thereto;
- coordinating the investigation of all occurrences involving an accident or incident associated with the operation of a marine vessel, aircraft, railway rolling stock or commodity pipeline;
- providing information on a continuing basis concerning the investigation of an incident; and
- providing any information useful to the identification process, such as passenger manifests and crew information.

Note: In the event of an air disaster, it may also be necessary to liaise with the Airport Authority for the airport where incident occurred.

Supporting Agencies

Office of the Fire Marshal and Emergency Management (OFMEM)
Provincial Emergency Operations Centre: 1-866-314-0472 - Contacted by OPP GHQ Duty Office

Under the *Emergency Management and Civil Protection Act*, Emergency Management Ontario, as the overall provincial emergency management coordinator, is responsible for the promotion, development, implementation and maintenance of effective provincial emergency management programs throughout Ontario, and for the coordination of these programs with the federal government.

OFMEM will:

- maintain the Provincial Emergency Operations Centre on a 24/7 basis;
- coordinate provincial emergency response, when required;
- provide advice and assistance to municipalities and ministries in all areas of emergency management; and maintains several provincial-level emergency response, continuity of operations and coordinating plans;
- deploy a field officer to the site of the incident to assist in coordinating provincial emergency response assistance, where required; and
- request specialized or large-scale assistance from the federal government through Emergency Management Ontario, where required.

Joint Task Force Central – Canadian Armed Forces (JTFC)
Watch Office: 416-631-5322

JTFC is responsible for leading continental operations throughout the Province of Ontario, including its territorial waterways. It has the ability to provide resources such as scene security, air transportation, facilities for temporary morgue, secure area for evidence collection, combat cameras, and psychological services.

The Commander JTFC commands the Canadian Armed Forces response to any request for military intervention to provide emergency assistance or support in critical incidents throughout the JTFC area of responsibility. To form mission-appropriate task forces, Commander JTFC has the authority to task any and all resources held in the Province of Ontario by the Royal Canadian Navy, the Canadian Army and the Royal Canadian Air Force.

Joint Task Force Central (JTFC) is available on request. Best practice includes early notification of the incident in order to allow the unit to prepare to respond if deemed necessary. Anyone can contact JTFC but most often request for assistance is made through the PEOC if required to allow for a smooth transition of response.

Joint Rescue Co-ordination Centre Canadian Forces Base Trenton (JRCC)
Contact: 800 267-7270 / Alternate: 613 965-3870 / Simplex Frequency: 148.765 Mhz, CTCSS Tone 107.2 Hz

Joint Rescue Coordination Centre (JRCC) / Canadian Mission Control Centre (CMCC) is committed to being a leader in emergency response and alerting systems for Search and Rescue providing the country and international community with excellence in Search and Rescue response in preventing loss of life and injury by:

- Providing early alerting,
- Maintaining and promoting the highest standard in SARSAT monitoring systems,
- Supporting Air distress,
- Marine Distress,
- Supporting Humanitarian calls for help,
- Providing access to medevac in all of Canada's sovereign territory,
- Managing our resources effectively, and
- Working collaboratively with our colleagues in both the national and internationally communities.

Emergency Medical Services

Under the direction of the Incident Commander or designate, Emergency Medical Services will be responsible for the following:

- Coordinating response procedures with the other emergency services,
- Providing emergency medical response as required, and
- Identifying deceased patients as part of the triage process.

Non-Government Volunteer Agencies

Red Cross, St John Ambulance, Salvation Army, and Victim Services are organizations that are commonly called upon to assist during an emergency. They can be a great asset in assisting in the recovery from an emergency. Under the direction of the Incident Commander or designate, non-government Volunteer Agencies may be responsible for the following:

- Victim services,
- Counselling services,
- Meal/accommodation services,
- Organizing relief fund, and
- Other volunteer services as required.

Ontario Funeral Services Association (OFSA)
(www.ofsa.org)

Under the direction of the Coroner, the Funeral Services Association through local funeral service providers can:

- Provide needed supplies, equipment, vehicles, and personnel, as needed.
- Assist in identifying other necessary resources, and
- Assist with temporary storage of remains, handling of remains, interaction with family members, and facilitating the appropriate hand over of the remains to family.

Rail Operators

- Canadian National Railway (CN) – Emergency Contact Number: 800-465-9239
- Canadian Pacific Railway (CPR) – Emergency Contact Number: CPR Police Communications Centre: 800-716-9132
- Ontario Northland Railway – Rail Traffic Control Emergency Contact Number: 705-544-2292 x 119
- Go Transit – Go Transit Enforcement Dispatch: 905-803-0642
- Via Rail – Operation Control Centre: 888-393-6424

Road

The responsibility for road collision response and investigation is with the OPP or Police Service of jurisdiction.

Hazardous Materials

- Ministry of the Environment Spills Action Centre – 1-800-268-6060 or 416-325-3000
- OPP UCRT – Request made through GHQ Duty Office: 705-329-6950